



VANCOUVER 2010 WINTER OLYMPIC AND WINTER PARALYMPIC GAMES

PRELIMINARY SOCIAL IMPACT ASSESSMENT



VOLUME 1

Prepared by:



Preface to the ReWerx Social Impact Assessment Report

The Vancouver 2010 Bid Corporation (Bid Corporation), on behalf of its member partners, has prepared documents (Bid Book) that define how Vancouver and Whistler intend to host the 2010 Winter Olympic and Paralympic Games (2010 Games). The Bid Book includes the necessary bid stage details to provide assurance to the International Olympic Committee (IOC) that Vancouver has the competence and capacity to stage an exemplary 2010 Games. As part of the bid process, the IOC requires that proponents undertake a preliminary environmental assessment of the proposed activities to ensure that potential impacts are known and mitigation strategies are identified to minimize the risk to the environment.

The Bid Corporation is committed to a comprehensive process of assessment to meet both IOC requirements and public expectations. In addition to completing preliminary environmental assessment, the Bid Corporation and its member partners have also undertaken preliminary social impact assessment to identify and evaluate potential impacts and opportunities on social and community values that may be a result of hosting the 2010 Games.

A two-stage approach is envisaged for both environmental and social assessments. Part 1 of the social assessment process has been undertaken during the bid phase (up to July 2003) and includes a preliminary identification of anticipated social impacts for all venues, facilities and activities during construction, operation, and post Games phases. The assessment also identifies mitigation strategies, potential legacies and areas where more detailed studies are required during Part 2 of the social assessment process that will be completed during the organizing phase (post July 2003) should Vancouver win the right to host the 2010 Games. This work will be based on firmer, more detailed plans and will further define potential impacts and opportunities and shape enhancement strategies and mitigation measures.

Two studies were undertaken during Part 1 of the social assessment process. A study entitled “Community Impact Assessment of the 2010 Olympics and Paralympic Games on Vancouver’s Inner City Neighbourhoods” by Ference Weicker and Company was commissioned under the Vancouver Agreement and managed by the City of Vancouver. The purpose of that study was to provide a preliminary assessment of potential impacts and opportunities on Vancouver's inner-city neighbourhoods and to recommend strategies to avoid or mitigate impacts and maximize opportunities. The geographic scope for the study included the Downtown Eastside, Downtown South and Mount Pleasant areas.

This study, by ReWerx and Hardy Stevenson and Associates was commissioned by the Bid Corporation and provides a preliminary identification of potential opportunities and impacts of hosting the Games on communities in the Greater Vancouver, Sea to Sky (Highway 99) corridor and Whistler area. While this study’s research and stakeholder forum work for Greater Vancouver included inner city neighbourhoods, the intent of the report is to provide a broader, more regional perspective on social issues. Consequently, at various points within the text, readers may be directed to the Ference Weicker report on issues specific to Vancouver inner city neighbourhoods.

*Ken Baker, Vancouver 2010 Bid Corporation
January 2002*

VANCOUVER 2010 WINTER OLYMPIC AND PARALYMPIC WINTER GAMES BID
PRELIMINARY SOCIAL IMPACT ASSESSMENT

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Executive Summary

In recognition of potential social impacts that may result from hosting the Olympic Winter Games and Paralympic Winter Games (2010 Games), the Vancouver 2010 Bid Corporation (Bid Corporation) commissioned a preliminary social impact assessment to: gather data and input; enhance awareness and understanding; and to improve planning. ReWerx, a Vancouver-based management consultancy specializing in stakeholder consultation, and Hardy Stevenson and Associates, a Toronto-based firm with extensive experience in social, economic and environmental impact assessment, have completed this assessment.

This preliminary social impact assessment provides a synopsis of: initial findings relating to potential social impacts and related mitigation options; an examination of potential legacies; and strategies to increase benefits.

Social Impact Assessment Methodology

The work requested included the following:

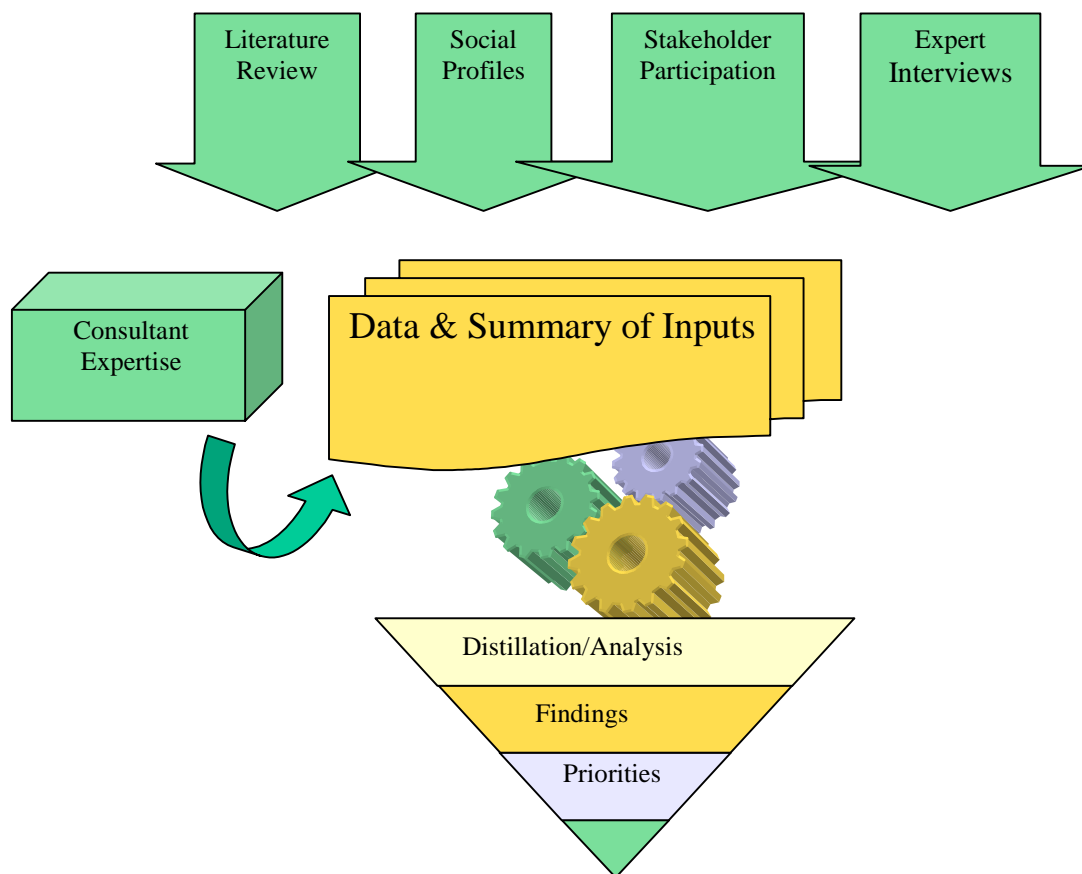
- Literature review of Olympic Games and other hallmark events
- Social profiles of Greater Vancouver and Whistler communities
- Preliminary assessment of social issues based on the literature review, community/stakeholder consultations and professional analysis
- Stakeholder participation meetings

A preliminary social impact assessment study of the 2010 Games was conducted between June and August 2002. The study included reviews of social impacts of previous Olympic and Paralympic Games and hallmark events, as well as resident perceptions of the anticipated impacts on and benefits for host communities.

A combination of community/stakeholder consultation¹, literature review and community social profiles formed the base for this report and its recommendations. The consultants also undertook site visits and interviews with representatives of previous Olympic bids and Olympic and Paralympic Games hosts.

¹ Details of representation available on page 48

Graphic view of methodology:



The [Summary](#) on pages 11 & 12 includes a set of recommendations based on potential social impacts.

Social impact assessment is a relatively new component of Olympic bids and hallmark events in general. This report has formatted conclusions and recommendations (including an outline of possible avoidance/mitigation measures) in an action plan approach, to assist in implementation. This approach has been taken because there is virtually no empirical information and limited anecdotal information documenting the actual social impacts associated with hosting the Olympic Games or describing the effectiveness of mitigation measures.

The consultants identify the following reasons for this lack of information:

1. Social impacts have not generally been considered by event proponents in evaluating previous hallmark events, or in decision making in regard to host cities.
2. Temporary, project-oriented organizations that are typical of hallmark event management, have generally not mounted long-term monitoring or research prior to, during and following the

event. Governance structures have not been in place to measure the impact of such events, especially in social issue areas.

3. Generally, the nature and structure of hallmark event organizations reflect an objective of implementing the event plan in an economic and timely fashion. Traditionally these organizations are noted for having a power base at the enabling government level (in Canada this would include Federal and Provincial governments). This has supported relatively autonomous decision-making on the part of the event-organizing group. In addition, individual accountabilities within the organizing group tend to be oriented towards delivery of specific projects within limited budgets and defined timelines. This focus is inconsistent with stewarding, monitoring and resource provision roles that are important for social impact mitigation strategies.

This pattern and approach is contrary to the concept of a sustainable Olympic Games. Social impacts need to be taken into account during the bidding, organizing and hosting phases to assure long-term success. The Bid Corporation has purposely looked at social considerations as a critical part of sustainability – along with economic and environmental considerations. The Bid Corporation has taken an important step towards planning and hosting an Olympic Games that is sustainable by undertaking one of the first preliminary social impact assessments. The ongoing need is to provide leadership in ensuring that steps are taken to minimize potential social impacts and enhance social benefits.

Overview

The Bid Corporation’s social impact assessment is one of the first conducted prior to hosting an Olympic games. Working with communities hosting the proposed venues, some of which represent Canada’s most economically challenged neighbourhoods, the Bid Corporation has been able to proactively identify issues of social concern and the means to directly enhance the social fabric of the host communities.

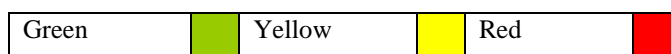
At a quick glance, the following table shows relative concerns expressed by the communities and their perception of potential impacts by community and theme. In many cases the baseline situation already signifies stress on the system (i.e. affordable housing for seasonal workers in Whistler). Red shows a challenging current situation or significant potential negative impact; yellow shows an existing moderate challenge or potential moderate impact and green indicates little or no potential impact or an enhancement opportunity.

If you are viewing this as a black and white document, here is a key for the shading:

Green	Yellow	Red
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		Housing	Environment	First Nations	Employment	Youth	Health & Social Service	Disadvantaged	Community Participation	Community Sports	Security & Civil Rights	Transportation
Whistler	Status Quo Pre-Games	Red	Yellow	Green	Green	Green	Yellow	Yellow	Green	Green	Yellow	Yellow
	During/Post Games	Red	Green	Green	Green	Green	Yellow	Yellow	Green	Green	Yellow	Green
Pemberton	Status Quo Pre-Games	Yellow	Yellow	Yellow	Green	Green	Yellow	Yellow	Yellow	Yellow	Green	Yellow
	During/Post Games	Red	Red	Yellow	Green	Green	Yellow	Red	Yellow	Yellow	Green	Green
Squamish	Status Quo Pre-Games	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Yellow
	During/Post Games	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green

		Housing	Environment	First Nations	Employment	Youth	Health & Social Service	Disadvantaged	Community Participation	Community Sports	Security & Civil Rights	Transportation
North Shore	Status Quo Pre-Games	Green	Green	Yellow	Green	Green	Green	Green	Green	Yellow	Green	Green
	During/Post Games	Green	Green	Yellow	Green	Green	Green	Green	Green	Yellow	Green	Green
Vancouver Richmond Burnaby ²	Status Quo Pre-Games	Red	Green	Yellow	Green	Green	Yellow	Red	Yellow	Yellow	Yellow	Green
	During/Post Games	Red	Green	Yellow	Green	Green	Red	Red	Yellow	Yellow	Red	Green



All communities saw many opportunities in hosting the Games. Pemberton and Squamish expressed the most significant concerns in regard to potential negative impacts as whole communities, related to existing and future housing and land base issues. The pressure points already exist, but may be exacerbated without attention to mitigation strategies. The impacts for the Greater Vancouver Regional District are primarily localized to some stakeholder groups within the larger community – particularly the disadvantaged and those challenged by affordable housing.

There is an opportunity for sustained improvements in areas such as the stock of affordable housing. Many of the more significant impacts (and currently existing situations) can be addressed and mitigated – continuing detailed planning, leadership (and its discipline) would be required.

This report is a two-volume issue. (You are currently reviewing Volume 1.) Volume 2 includes an extensive bibliography, a full literature review with complete citations, interview findings and extensive tabular data. To simplify cross-references the following icons will appear in the text to superficially attribute the source of comments (**L**, **S**, **Š**, **Č**) – where **L** denotes literature review sources, **S** indicates community identified issue, **Š** represents data from social profiling, and **Č** denotes the consultants’ observation.

² In regard to potential housing impacts for Greater Vancouver, only the inner city is likely to see any significant impact. The Ference Weicker report examines this in much greater detail.

Key Impacts

The 2010 Games would have three distinct time periods during which effects to the social environment of the host communities can occur. These include the planning and construction leading up to the Games, the Games themselves, and the Post Games adjustment/transition period. Both positive and negative impacts are forecasted for each time frame.

With proper planning and coordination, many potential impacts can be avoided and mitigated while potential positive impacts/effects can be enhanced.

Assuming effective planning and implementation, key positive impacts could include:

- Development and enhancement of host community pride
- Legacy projects that would provide affordable housing for Vancouver and Whistler through conversion of athlete housing
- Development and enhancement of community sports and the positive role of sport within the community, as well as development and enhancement of recreation facilities
- Increased employment and the concomitant development of new job skills in host communities that are currently experiencing higher than normal unemployment (particularly for youth, First Nations, seniors and equity seeking groups — i.e. based on income, disability, ethnic or other attributes)
- Development and expansion of hospitality and tourism businesses and industry sectors in the host communities and the Province of British Columbia, with potential employment and revenue increases for these sectors
- Increased government tax revenues that offset the Games investment made by government³

The literature review, interviews, social profiles and stakeholder/community input suggest a variety of potential negative impacts including:

- Acceleration of the existing real estate market cycles in the Sea-to-Sky communities that may result in a general increase in the cost of housing and an erosion of the stock of affordable housing **L Č**
- An increase in the number of homeless in all host communities prior to and during the Games — particularly a concern for Vancouver **§**
- Eviction and/or displacement of tenants from low-rent accommodation (e.g. apartment hotels) in most host communities immediately prior to and during the Games; potential temporary displacement of students in residence or rental accommodation during the Games. Experience shows this can and does occur with hallmark events **L § Š**

³ CAWS website: www.mcaaws.gov.bc.ca/2010secretariat/

- Increased demand on potentially stressed community social and health services (especially in the Sea-to-Sky communities) that prior to the Games may not be met with increased funding. **L § Ć**
- Diversion of social infrastructure funds and resources to the Games infrastructure prior to, during and after the Games, in order to pay for the Games facilities and events. **§**
- Potential marginalization of equity seeking or fringe groups (i.e. people with disabilities, minority rights advocates) **L §**
- Commercialization of values and traditions, particularly of First Nations people **§**
- Increased exposure of youth to transient lifestyles in host communities, resulting in more exposure to drugs, alcohol and petty crime **§**
- Reduction of civil rights of street and homeless people immediately prior to and during the Games, especially in Vancouver, through activities such as street sweeps and suspension of rights to assembly and protest **§**

The most prominent **stakeholder** concerns (**§**) expressed through the stakeholder consultation process were:

- The cost of the Games would be partially mortgaged over to the future, either through long-term taxes or increased costs to use the (legacy) facilities
- Funds and resources would be diverted from existing programs to the Games prior to, during and after the Games
- Companies and people that don't reside in the region or host communities would capture new business and employment opportunities

Each of these can be mitigated with proper planning and management – but these initiatives would require appropriate governance.

As an illustration of the benefits/enhancement, the Bid Corporation and its member partners have committed to incorporating sustainable and inclusive practices in planning and operating the 2010 Games. They have established 37 work groups in the development of the Vancouver 2010 bid. In addition local First Nations, Métis and urban aboriginal organizations have worked with the Bid Corporation to develop meaningful economic, social, sport and cultural opportunities that could result from hosting the 2010 Games. Aboriginal peoples are also represented on the Board of Directors and Executive Committee.

The Bid Corporation in their Sustainability Framework statement has endorsed:

- A Games that speaks to participation and equity for all British Columbians including low- and moderate-income peoples, First Nations, youth, women and persons with a disability. In particular, special efforts would be taken to ensure that the interests of those living in Vancouver's inner-city neighbourhoods are addressed
- A sustainability framework that outlines policy objectives including social responsibility objectives of communicating, educating and consulting, promoting diversity, hosting physically and economically accessible Games, promoting health and sport development

Other parallel work is being done under the auspices of The Vancouver Agreement. The agreement joins three levels of government with a mandate to work with the community and other agencies to ensure coordinated use of funding and delivery of programming. While the Agreement pertains to all of Vancouver, its first area of focus has been the Downtown Eastside.

These are important first steps. Yet a clear long-term governance structure needs to be put in place.

The terms of reference for the preliminary social impact assessment (Phase 1) did not specifically request recommendations for organizational structures to deliver social impact mitigation strategies. The consultant was asked to outline possible avoidance/mitigation measures. Success in mitigation and in optimizing opportunities is dependent on structure, capacity, authority and accountability. Therefore, the recommended mitigation strategies identify both the “what” and “who” for each issue. The “who” component starts to suggest an organizational structure for governance. To avoid addressing this structural requirement would diminish the opportunity to showcase best practices before, during and after the 2010 Games. Defining and facilitating an effective governance structure should be a key component of Phase 2.

The study area (Richmond through Pemberton) delivers unique challenges in contrast to other social impact assessments. This multi-community area includes a blend of sophisticated, well-established communities that are well equipped to steward mitigation initiatives. It also includes several communities that are far less equipped — let alone resourced or structured (e.g. “letters patent”) to tackle social housing issues and legacies. It is undesirable to have a situation where all communities are left to “watch-dog” themselves. Some over-arching structure is required to provide leadership and assurance for the resources required to avoid, mitigate or enhance recognized social impacts. The creation of a governance mechanism for implementing the mitigation and enhancement strategies is a fundamental recommendation of this report. This is uncharted territory for the Olympic movement. Additional research may have to be undertaken to define a process and structure for governance of these initiatives.

Within this report, accountability for implementation at times logically falls to the Organizing Committee for the Olympic Games (OCOG). However, more often it lies outside of the OCOG specifically. This report's recommendations are directed to a yet unstructured ***governance group*** to steward the process of actions and measures to be carried out by more appropriate and accountable groups — i.e. municipal governments, regional districts, Provincial and Federal governments, their agencies and private sector or non-profit partners.

The Bid Corporation’s pioneering initiatives are exemplary and outstanding. This preliminary research has created a much greater awareness of social concerns. In order to ensure that negative social impacts are mitigated and social infrastructure is improved, the Bid Corporation and the OCOG need to ally themselves with the appropriate governance structures and organizations in order to build long-term successes from this event.

Summary of Recommendations

Legacy Development and Mitigation Strategies

Priority initiatives have been identified based on consultation with communities, interviews with previous Games organizers and the literature review. A more detailed list, with respect to legacies, is available in Appendices E and F. The following are the more important initiatives:

Legacy⁴ Development Actions:

- Create a legacy funding endowment or similar mechanism that will financially sustain access to legacies for target groups, such as low-income tenants (non-market housing) and youth (community sports facilities). This is a financial planning task and fits with senior and civic governments. **Ł Ś Ś**
- Maximize sustainable employment and training for identifiable stakeholder groups, such as youth, First Nations, seniors, including their potential as preferred employees on legacy projects and related jobs. This is within the scope of the private sector, and the Provincial and Federal governments in collaboration with the OCOG. This initiative would identify and emphasize development of skills that the Games requires and would promote related employment that would be sustainable. These jobs and/or their skills would survive into the post-Games economy. **Ś Ś**
- Encourage sponsors to participate in mitigation measures such as a social responsibility fund contributed to by Olympic sponsors, to mitigate negative impacts on residents in host communities. . The risk of not attending to this issue is that private sector sponsors will continue to be criticized for their commercialism. **Ł Ś**
- Create expanded or new long-term homeless shelters and resource programs. This fits in the realm of non-profit, civic and senior government agencies. **Č**

Key Mitigation and Enhancement Actions

A number of proactive initiatives is identified that would distinguish the 2010 Games as the first Games that directly enhance the social fabric of the host communities. This would provide a “best in class” hallmark event that could be used as a model for future worldwide event planning.

⁴ Legacy refers to a gift or other property of lasting benefit.

A series of comprehensive mitigation and enhancement initiatives that would be undertaken by appropriate members of the governance group include:

1. Assure participation and engagement of marginalized groups including First Nations people, seniors, and youth in the ongoing management and planning of the Games, and related outcomes. **§ Ś**
2. Directly involve the OCOG in community policing planning and legislative processes to ensure that civil rights (including the right of assembly and protest) are balanced with the broad community's security **L §**
3. Engage OCOG to advocate or influence mechanisms to protect residential tenancies or support any displaced tenants immediately before and during the Games. **§ Ś**
4. Create financial legacy funds or other mechanisms that would support access to community recreation and affordable housing legacies for the foreseeable future. **L §**
5. Establish a social services legacy of expanded homeless shelters and resources to assist people who may be displaced by the Games as well as to support the existing and growing homeless community. **L § Ś**
6. Create a sustainable skills development program that targets unemployed youth and other equity seeking groups to ensure that they learn skills that would enable them to be employed prior to, during and after the Games. **§ Ć**

Greater detail on these recommendations is available in Sections 6 and 7.

Further Actions Required – Prior to or during Phase 2

First Nations Engagement

Key social profile data for First Nations communities was requested by the Bid Corporation and the consultant team but was not made available during this initial social impact assessment. This data would be required before or during Phase 2 so that impacts can be better understood for these communities. In combination with the lack of significant First Nations participation in the stakeholder consultation activity (averaging less than 10% attending of those invited to the sessions) the social impact on First Nations communities, positive or negative, cannot be ascertained without access to key information and further engagement.

People with Disabilities

Generally, the Games are seen as a real opportunity to enhance physical access within host communities. In addition, residents of Pemberton, Whistler and Squamish identified the Games as a real opportunity to expand employment opportunities for persons with disabilities. (Communities That Care – Squamish provided information that 90% of the disabled people living in the Sea-to-Sky Corridor are unemployed.) However, disabled people appear to be under-represented in both the literature of hallmark events and Olympic/Paralympic Games, as well as in the stakeholder participation workshops that formed part of this research. There is an opportunity to engage this stakeholder group to further understand opportunities, potential impacts and mitigation strategies.

Governance through all Phases

Historically, Games are multiphase events. Bid groups disband at the successful award of an event, and an OCOG takes over. At the Games end, the OCOG disappears. This does not allow for continuity of vision or effective stewardship before, during and after an event. This structural issue needs to be overcome with a governance structure that precedes and survives the Games event. The existing partners need to collaborate and set out a mechanism to assure long-term guidance and successful outcomes. This structure needs to be designed and put in place in the near-term. It would then require facilitation to develop role clarity, a common agenda, a shared vision and cooperative working arrangements. § Ć

VANCOUVER 2010 WINTER OLYMPIC AND PARALYMPIC WINTER GAMES BID

PRELIMINARY SOCIAL IMPACT ASSESSMENT

1. Introduction⁵

1.1 Background

The Vancouver 2010 Bid Corporation (the Bid Corporation) is preparing documents (Bid Book) that will define how Vancouver and Whistler intend to host the Winter Games. The plans must include necessary construction, operation, transportation, accommodation, media, medical, security, financial, cultural, social and environmental details to provide assurance to the International Olympic Committee (IOC) that the candidate city has the competence and capacity to stage an exemplary Olympic Winter Games and Paralympic Winter Games (2010 Games). In keeping with its vision, the Bid Corporation is ensuring that environmental, cultural and social components are protected, diversity celebrated and social values safeguarded.

While there is no provincial or federal legislation trigger for preparing this phase of environmental and socio-economic assessment, the Bid Corporation is committed to a comprehensive process of evaluation to meet IOC requirements and public expectations and to assist in planning for a successful event.

This preliminary social impact assessment, being undertaken during the bid phase (Bid phase ends July 2003), is part of a two-phase approach. This first phase includes an identification and initial impact assessment of anticipated social impacts for all venues and facilities during construction, operations and post Games operations. The process is intended to identify mitigation strategies, potential legacies and areas where more detailed studies are required during stage two of the social impact assessment. Stage two of the assessment process will be undertaken should Vancouver win the right to host the 2010 Olympic Winter Games and Winter Paralympic Games (the Games) (organizing phase post July 2003).

1.2 Phase One Process

In phase one, the purpose of the preliminary social impact assessment is to:

- Provide, using existing information, preliminary identification of the potential social impacts and benefits of the proposed sport venues, accommodations, non-competitive events and transportation routes in Greater Vancouver and Whistler.
- Outline possible avoidance/mitigation measures of negative social impacts and ways to capitalize on benefits.
- Investigate possible social legacy proposals.
- Outline options of how social impacts may be further identified and assessed in the second phase of the review.

⁵ Note: This report is a two-volume issue. (You are currently reviewing Volume 1.) Volume 2 includes an extensive bibliography, a full literature review with complete citations, interview findings and extensive tabular data.

This assessment provides a synopsis of detailed findings, and links and synthesizes the various inputs that include, but are not limited to: literature review, social profiles of key communities, community comment and inputs, interviews with past Games organizers and the consultants' experience in assessing social impacts and community planning and development.

1.3 Context

The consideration of social impacts and benefits of hosting Olympic and Paralympic Games is relatively new. Many of the studies of previous Games and their Olympic bid documents anticipated and projected social impacts but little empirical evidence is available concerning actual impacts and benefits that occurred. In a time of growing controversy with regard to large international gatherings (i.e. WTO, G8) there is a requirement for diligent forethought and planning, particularly in regard to outcomes and benefits.

The IOC evaluation of Olympic Games proposals is focused on technical aspects of the Bid such as sports, venues, transportation, accommodation, security, financing and marketing; as well as an evaluation of each proposal's ability to meet environmental, cultural and sport criteria. The Bid Corporation recognizes the importance of the social impacts of these technical aspects and desires to be proactive in developing strategies to mitigate negative impacts and enhance positive impacts.

The Bid Corporation's social impact assessment is one of the first conducted prior to being awarded a Games. The social impact assessment involved working with communities in and around the proposed venues, some of which represent Canada's most economically challenged neighbourhoods. This assessment enables the Bid Corporation to proactively identify issues of social concern and the means to directly enhance the social fabric of the host communities.

1.4 Definition of Terms

Social Impacts

Social impacts are changes that occur in people's living conditions as a result of the development and implementation of a project, program or policy. People experience these changes as significant events.

Hallmark events such as the Olympic and Paralympic Winter Games have the potential to bring about both positive and negative social changes. These changes may occur because of construction and redevelopment of facilities and infrastructure, large influxes of people, demands placed on existing social infrastructure, or measures taken to ensure that the Games and associated events run smoothly.

Individuals and groups within a host community can experience social impacts differently. Some experience beneficial changes while others experience negative changes in their quality of life. Others experience little or no change at all.

Factors such as age, income, employment, ethnicity or social and economic capacity of a community affect how individuals experience changes that come with hosting an Olympic Games. Of particular concern are vulnerable or at-risk members of communities who may

experience negative social impacts and have less capacity to cope with or to benefit from the event.

As with other large projects and events, an Olympic Games can have unintended or unanticipated effects. A Games type event could exacerbate or enhance existing conditions in the social environment resulting from other factors.

Social Impact Assessment (SIA)

A social impact assessment (SIA) takes into account the above considerations. An SIA describes the existing conditions in the social environment and forecasts the potential changes that can be anticipated as a result of the proposed project. Potential impacts and benefits are identified and an assessment of the significance of these changes is made. The social implications can then be considered in the development and design of mitigation measures to both address and reduce the negative impacts; and, efforts to enhance the social benefits.

Mitigation Measures

Mitigation measures are actions undertaken to reduce a negative social impact.

Enhancement Strategies

Enhancement strategies are actions taken to build on or improve the effects of identified positive impacts.

Legacies

Legacies are proposed projects with outcomes and/or benefits that endure beyond the Games, either as a physical site or asset or as skills or knowledge transfer such as additional volunteer capacity, increased awareness of sporting culture and sports development programs. A physical asset would be the Athletes' Village that would be converted to non-market and market housing. These legacies would be available to the stakeholders or the community.

1.5 Scope and Methodology

Social Impact Assessment Components

The methodology requested for undertaking this social impact assessment included the following discrete research/study activities:

- Literature review of past Olympic Games and hallmark events
- Research and development of data-based social profiles of Greater Vancouver, Sea-to-Sky and Whistler communities
- Preliminary assessments of social issues based on the literature review
- Stakeholder consultation sessions

The preliminary social impact assessment study of the 2010 Games was conducted between June and August 2002. Additional and relevant information was supplied by the Bid Corporation during December 2002, and has been incorporated in the report.

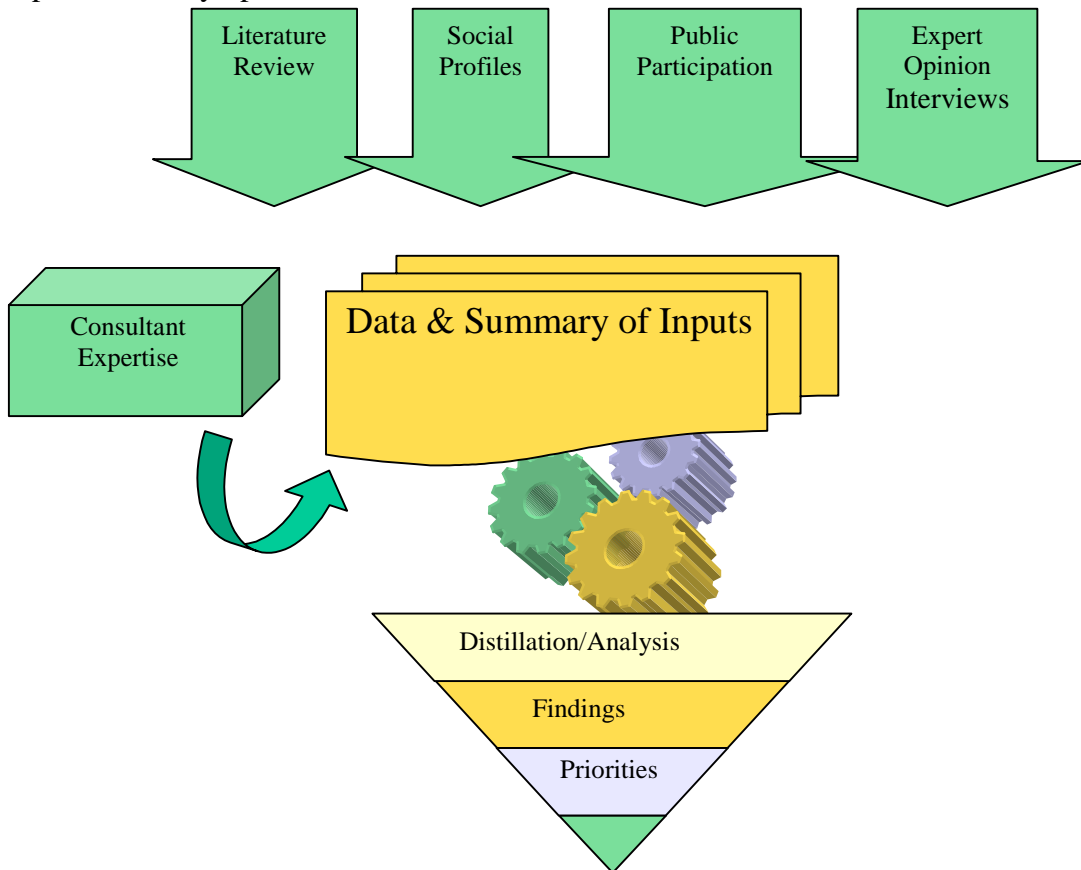
This assessment encompasses findings and input from communities within the Cities of Richmond, North Vancouver and Vancouver; Districts of Burnaby, North Vancouver and West Vancouver; and the Sea-to-Sky Corridor communities of Lions Bay, Squamish, Whistler, Pemberton and Mount Currie. Further intensive study of potential social impacts in the Inner City of Vancouver has been undertaken (see preface on the Ference/Weicker research effort in the preface) as part of the collaborative efforts of the Bid Corporation and the Federal, Provincial and Municipal governments under the Vancouver Agreement.

Temporal Considerations

Social impacts and benefits are assessed for the planning and construction period leading up to the Games, during the Games and post-Games.

This Report

A combination of community/stakeholder consultation, literature review and social profiles of host communities forms the basis for this report and its recommendations. The consultants also visited proposed venue sites and interviewed representatives of previous Olympic bids and Olympic and Paralympic Games hosts.



This work was completed by ReWerx, a Vancouver-based management consultancy, and Hardy Stevenson and Associates, a Toronto-based firm with extensive Canadian experience in preparing social, economic and environmental impact assessments.

In this initial report:

- Section 2 —summarizes factual information gathered through literature reviews and interviews
- Section 3 — presents data-based social profiles of the communities within the study areas
- Section 4 — profiles information gathered in stakeholder consultation workshops
- Section 5 —recommends mitigation and enhancement strategies
- Section 6 — summarizes proposed legacies that will remain after the Games are over
- Section 7 – identifies further work and research required in phase 2

Volume 2 – provides the detail for this volume. Its sections:

- List bibliography and references
- Detail and cite literature review
- Summarizes interviews
- Present social profile data in tabular form
- Present stakeholder session findings

2. Literature and Interview Summary

2.1 Methodology

This literature review:

- Identifies positive and negative changes that have been documented in the literature by previous Olympic Games and hallmark event host communities
- Incorporates anecdotal data documenting first-hand observations about the social effects of past Olympic Games
- Identifies strategies that have been associated with past Games and Bids to maximize positive effects and mitigate negative effects

Quality of Literature

Overall, the practice of determining social impacts of Olympic Games on the host cities/regions is still in its infancy. Lillehammer (1994) was one of the first Olympic hosts to place an emphasis on environment. The Sydney "green games" followed in 2000. Consideration of social impacts was also a component of the Salt Lake City games. The recent bid by the Toronto 2008 Bid Committee furthered the work in social impacts on Olympic host cities. Canadian initiatives including this preliminary assessment are at the forefront. Other Bid Books from 2004, 2006 and 2008 offer little insight in regard to social impacts. Athens (2004), Turin (2006) and Beijing (2008) have not published or yielded any information in regard to social impacts.

Books and articles concerned about negative social effects dominate the literature. However, very few of the predicted impacts or benefits have been measured or monitored and reported in a reliable way. There is little in the way of hard data quantification of whether the predicted social effects occurred. Thus, the reader is cautioned that much of the following discussion raises issues that have not been confirmed through empirical research.

This literature review has been supplemented with interviews of people involved in past games because much of the literature from previous hallmark events such as world fairs and international sports and cultural events was conjectural and little research in the literature was based on hard empirical data.

Complete bibliography and interview information can be found in: Appendix A — Bibliography and References, Appendix B — Detailed Literature Review and Appendix C — Interviews.

2.2 Impacts, Mitigation Measures, Benefits and Enhancement Strategies Identified in Literature Review

2.2.1 Housing

2.2.1.1 Impacts

The discussion of potential housing-related effects is the most often referenced and therefore the most prominent social concern. Housing-related effects are caused by Games visitors (direct tourism), people working on the Games and people who are drawn to the city because of its higher profile (indirect tourism). In some cases housing-related opportunities are discussed in the context of large-scale events (hallmark or mega-events) being used as a tool for restructuring inner-city neighbourhoods or leaving a legacy of social housing. In general, the literature overlooks the potential legacy social benefits of Olympic Games related housing. The following housing-related impacts are cited:

- **Increased accommodation** — the construction of athletes' and media villages is seen to open new opportunities for provision of affordable housing, particularly in prime downtown areas of the host communities. Creation of more "accessible" (barrier-free and affordable) housing along with mixed income and environmentally progressive housing is also seen to leave a lasting, sustainable legacy.
- **Rental accommodation conversions** — the literature suggests that the accommodation of visitors attending the event and people working in preparation and event activities may potentially cause the conversion of existing rental housing stock into tourist accommodation. Also cited is the potential for conversions of boarding houses, low-rent hotels and mobile home parks in the vicinity of venue sites. Housing anywhere within commuting distance of events' sites may be affected.
- **Increased rents** — lease-expiry and renovation plans timed to be in conjunction with large-scale events is seen to enable landlords to increase rents. Much of the concern in the literature focuses on low-income tenants who have little security of tenure in specific Olympic venues. For some Olympic Games, the stock of low-income rental housing was predicted to be under pressure by the potential influx of employment seekers, budget-seeking tourists and backpackers. However, the extent of any short-term impact on rents and prices appears to be dependent upon the size and maturity of the housing market.
- **Displacements/evictions** — several literature sources indicate pressures on rental housing resulted in displacement of low-income tenants because landlords rented to higher paying, short-term tourists or workers for the Games.
- **Unintended consequences** — the literature cites inter-relationships between various housing system components may cause unintended consequences. Decreased availability of affordable private rental housing may lead to increased applications for assistance through public housing,

reduced ability of intervention programs designed for short-term crisis accommodation and increased demands on tenant advice services.

- Increased housing prices and land values — the literature cites the prospect of lucrative returns for accommodation during large-scale events such as an Olympic Games and the potential for widespread market speculation among builders, homeowners and apartment owners. Other evidence reports that such speculation is largely unrewarded.

2.2.1.2 Mitigation Measures

Literature and background research cite the following examples of mitigation strategies:

- Examine the pressures on the housing system based on these four considerations:
 1. On-site impacts — occur when housing is converted to other event-related land use
 2. Post-announcement speculative impacts — refer to the potential destabilizing effect of speculation on land values and therefore housing supply and the resulting potential decrease in supply of low-income rental units
 3. Pre-event tourist accommodation impacts — occur when landlords capitalize on tenancy expiries and evict tenants to rent the unit at a higher price
 4. Post-event impacts — refer to displacements continuing or room rates and vacancy levels reverting back to pre-Game levels.
- Develop and implement an Olympic accommodation strategy to ensure sufficient housing for the Games.
- Develop a housing registry to assist evictees with relocation well before evictions might start — 9 to 12 months. The concept of registry is to purposefully intervene where there may be displacement as a response to market speculation.
- Develop "early warning" responses to monitor the rental housing market and vacancy rate in order to anticipate the potential for price increases and housing shortages.
- Review adequacy of tenant protection laws in order to ensure effective tenant protection before, during and after the Games. In addition, establish financial, legal and social disincentives to tenant displacement.
- Ensure that landlords are educated as to the realities and risks of past Olympic accommodation speculation schemes.

2.2.2 Employment

2.2.2.1 Impacts

Hosting an Olympic Games has potential to provide significant employment, volunteer and training opportunities. Based on the literature, these opportunities appear to be mainly focused on the period prior to the Games and during the Games.

Prior to the Games, employment growth is mainly focused on tradespersons who are skilled in the construction industry and in facilities operation.

During the Games, employment growth shifts to the service sector. Added demand for retail sales, hospitality, security, tourist and related services are prevalent during the Games. Employment growth for business professionals and related sectors for management tasks is also prevalent.

Little evidence is available in the literature to support employment projections that were stated prior to events. Even so, Salt Lake City forecasted the following (Games-time head count projection):

- 19,423 Winter Games volunteers
- 11,882 contractor staff
- 6,531 paid staff
- 4,164 Paralympics volunteers

These functions were projected to be filled:

- 5,554 catering staff, including 467 volunteers
- 6,335 event services staff mostly temporary positions at peak
- 6,277 transportation positions at peak
- 558 logistics positions at peak
- 1,410 people working in information technology during the 17 days of competition
- 1,669 health volunteers, contractors and employees

Socio-economic benefits to the host cities and regions appear to reflect periods of significant gain followed by stabilization or downturn, generally following the event. In comparison, government budget cycles are cited as having a far greater impact on job creation/elimination numbers. In addition, the economic prediction ability of the Host Olympic Organizing Committee has an integral effect on the ability to avoid negative

economic and employment impacts. This suggests a delicate interrelationship between public fiscal policy and the events themselves.

The following employment-related impacts are cited (L -- see Volume 2, Literature Review, Employment Impacts & Employment & Training.):

- Increased employment activity — the literature indicates a potential for increased employment activity.
- Compromised volunteer groups — the literature cites the potential for volunteers to displace paid work opportunities. In turn, community groups who rely on a strong volunteer base to administer their programs may be compromised during the Games if their volunteers are involved with Olympic-related activities. In the longer-term these communities may benefit from increased volunteerism.
- Few benefits for some — employment opportunities during the Games period were not seen to be beneficial for people with low skill and education levels
- Increased transient workers — most of the research indicates that large numbers of transient workers typically make up the Games workforce, particularly construction and related industries. The potential unintended consequences include job opportunities being taken from local residents and/or wages paid for those jobs being reduced due to oversupply of employees in the local market.

2.2.2.2 Mitigation Measures

In the literature, the following are examples of strategies seen to have the potential for mitigating and/or eliminating employment and training impacts.

- Develop an effective employment strategy. Shortcomings cited in the literature include targeting people who are trained and already employed. The opportunity for community capacity building is generally overlooked due to the sponsoring bodies' needs to meet timelines and budgetary constraints. The net result is that the event is completed effectively and efficiently, but the opportunities to provide employment to under-employed groups in the immediate communities are overlooked. A balance is required between expeditious project management and skill base investment.
- Consider training as an opportunity to add jobs and decrease unemployment for groups that face structural barriers to employment (skills, handicaps, ethnicity, experience).
- Identify opportunities for training and developing skills and knowledge of residents of host communities so they can participate in all Games related employment.
- Create a longer term (host community and/or host region) employment strategy that identifies business and employment opportunities that can evolve based on the skills created for Games employment. Focus skills development programs in host

communities on the skills that will translate to longer-term employment following the Games.

- Employ affirmative employment approaches — target quotas of local residents as well as affirmative employment programs targeting specific marginalized groups.

2.2.2.3 Benefits

- **Skills development and training** — the literature indicates that the potential for increased employment activity leads to the possibility for skills development and training for those people not currently employed, underemployed persons including aboriginal groups, disadvantaged groups and youth. The acquisition and development of skills in specific areas such as construction, communications and information technology and the service industry are cited as having the potential to be a benefit for the host city.

2.2.3 Security and Civil Rights

2.2.3.1 Impacts

The literature suggests that mega-events have the potential to affect personal freedom and security in several ways. Impacts range from deterrence of public protest to limits on civil rights for specific groups, especially the homeless.

The following impacts related to security and civil rights are cited:

- Disruptions to everyday lives — from time to time disruptions to everyday lives, ranging from minor to significant, will most likely occur. Facilities used for venue sites and hotels used by officials will likely have restricted access.
- Heightened security — awareness of public safety is affected by the events of September 11, 2001 as well as terrorist attacks at previous Games. The presence of heightened security is assumed to be a large factor for the Games. Types of security focuses may include:
 - Traffic and crowd control
 - General life and property protection
 - Supervision within and at entries to Games venues
 - VIP security
 - Anti-terrorist measures
- Increased threats of terrorism — the literature cites that significant international media events attract a large public and can be marred by violent acts.

- Increased crowd-control risks — the literature cites that large crowd gatherings in both new and untested venues could lead to unexpected crowding and inadequate emergency escape avenues. This is exacerbated by potential increase in some crime rates.
- Heavy-handed response — the literature indicates that potential threats may result in a heavy-handed response to protest gatherings and vagrancy. Cited as an example is the practice of removal of homeless people and protestors from public view, referred to as "street sweep" or the practice of rounding up and relocating street people and vagrants.
- Diversion of police resources — police resources may be diverted from community protection to Olympic events.

2.2.3.2 Mitigation Measures

The following strategies are cited as having the potential for mitigating security and civil rights impacts:

- Implement security measures that effectively protect Olympic participants and general public.
- Ensure that the design of facilities and crowd-control measures protects Olympic participants and spectators.
- Develop security guidelines and law enforcement protocols that are sensitive to the needs of the homeless and prevent practices of street sweeps and harassment; and ensure proper respect for the right to gather in protest.
- Ensure that extra security officers hired for Games meet the same qualification standards as regular law-enforcement staff or full qualifications appropriate to their role.

2.2.4 Health and Social Services

2.2.4.2 Impacts

The literature indicates that hosting the Olympics has the short-term potential to affect emergency services levels, community social services and programs such as in-home care and food services as well as overall community health.

The following impacts related to health and social services are cited in the literature:

- Increased demand for basic needs — such as food, clothing and shelter, as transients arrive looking for Olympic-related employment before, during and after the Games.
- Compromised response times for emergency services — the literature cites additional demand on transportation networks may affect response times for emergency services during the Games. (See footnote below.)
- Higher demands on health and related services — the literature cites the potential for higher demands on health and related services by visitors, workers, media and members

of the Olympic family may require host city residents to adapt to changing hospital and public health services schedules and service levels⁶.

- **Decreased supply of volunteers** — the literature cites the potential for decreased supply of social services volunteers as citizens may be diverted to Olympic projects.

2.2.4.2 Mitigation Measures

The following measures are seen to have potential for mitigating health and social service impacts:

- Consider impacts on wider community, not just Olympic family, when planning Olympic health services.
- Ensure that anticipated demand for basic needs and care can be met by social service agencies during the Olympic Games and encourage volunteerism in all social services sectors to ensure continuity of quality care during the Olympics.
- Create a Social Services Effects committee composed of key personnel in the health, mental health, disabled, emergency, professional and "grass-roots" social service sectors to inform the event sponsor on potential health and social service issues and to develop strategies to address scenarios of shortfalls in specific health and social services.
- Develop plans to deal with potential increased demand for services related to health, mental health, people with disabilities, emergency services, child care, counselling services and other social services.
- Address scenarios of shortfalls in specific health and social services.

2.2.5 Community Sport

2.2.5.1 Impacts

The Olympic Games are cited as a potential vehicle to advance the spirit and culture of sports in host cities through raised awareness, construction of state-of-the-art facilities as well as excitement and inspiration of Olympic athletes.

⁶ This was well documented by the Salt Lake City “Olympic Security Review” conference proceedings.”

The following impacts related to community sport are cited in the literature:

- Compromised accessibility — the literature cites facilities upgrading or new construction may lead to increased user fees to supplement operational and maintenance costs and may result in costs being prohibitive for previous facilities users. This is dependent on the method and source of financing. Such buildings may have lower operating costs and may carry no debt-servicing burden.
- Inappropriate facilities — the literature cites the potential for construction of "white elephants" or facilities that are underutilized. Facilities may be poorly suited to broader-based recreational sports. This is particularly relevant to smaller centres that host the Games.

2.2.5.2 Mitigation Measures

The following measures are seen as having the potential to mitigate community sport impacts:

- Ensure legacy facilities can be used by wider sports community and not just by elite athletes.
- Ensure adequate funds are raised/set aside to maintain legacy facilities and programs at a quality level after the Games.
- Create a fund during preparation and building for the Olympics rather than waiting until the Games are over.
- Use such a fund for other facility and program improvements — not just in new or upgraded facilities — at grass-roots levels in the City targeting youth, equity-seeking and marginalized individuals.

2.2.5.3 Benefits

The literature cites the following potential community sports benefits:

- Increased awareness of the spirit and culture of sports could enhance physical activities in schools and development of youth leadership.
- Improved opportunities for local, amateur athletes may result from improved facilities and availability of training.

2.2.5.4 Enhancement Strategies

The literature notes that "legacies" and high performance can be sustained through funding and fostered through activities of associated organizations promoting future sporting events. However, those legacy funds that are to be created need to be secured in advance so they are not dependent on remaining profits from the event which would require the Games to be a financial success.

2.2.6 Other Social Aspects

2.2.6.1 Impacts/Benefits

The literature cites the following further impacts/benefits:

- Slight increase in commodity prices
- Olympic backlash — a potential negative reaction to the Games when a significant portion of the population is not typically involved in the focus of the Games, for example when the focus is winter sports
- Commercialization of socio-cultural values and traditions
- Improved cultural activity, civic awareness, community spirit and participation
- Improved volunteerism within host communities
- Demonstrations of local talent, exposing visitors to a cultural component they might not have otherwise investigated
- Increased awareness of the host city, with longer-term return-on-investment through increased tourism
- Expansion of the image of the host city, thereby increasing the potential for foreign investment

2.2.6.2 Mitigation Measures

The following measures are cited in the literature as having potential for mitigating general social impacts:

- Foster debate and discussions over the impacts, both good and bad, of the Olympics.
- Ensure the development of an open and central public space as a focal point of artistic expression and social life not only during, but also after the Games

- Ensure a designated number of tickets are available and affordable to all residents.
- Encourage Olympic National Delegations to set up their hospitality suites in community halls.
- Support equal participation by diverse ethnic, cultural and racial population groups.
- Consider oversight to verify that members of the community deem that all "official" cultural representations at the Games are appropriate.

2.2.6.3 Benefits

The following potential general social benefits are cited in the literature:

- Literature reviews and the consultants' telephone interviews accentuate the outcome of increased civic pride as the event approaches, during and following the event.
- While there is a concern in regard to demands on volunteers (perhaps detracting them away from regular volunteering activities -- increased volunteer skills and capacity result from the event and its skill development and training.

2.2.6.4 Enhancement Strategies

The following strategies are cited in the literature as having potential to enhance benefits:

- Implement a series of events that continually and increasingly enhance the development of civic pride as the event approaches.
- Foster anticipation in school children by educating them about sports, the countries attending, tours of Olympic venues, etc.
- Create a "countdown" effect, such as the Olympic Torch.

3. Social Profiles

Social impacts can occur at different times — through the planning and construction phases, during the Games or post-Games during decommissioning of facilities and operation of legacies following the Games. They can be experienced in different locations and by different groups within the community. Thus, as we move from the listing of potential social impacts in the literature to the analysis of potential effects for Vancouver and related communities, it is important to establish temporal and geographic boundaries for this social impact analysis.

Mount Currie and First Nations Reserves located along the Sea-to-Sky corridor have not been included in this assessment, as the requested social profile information was not made available to the consultants by these communities.

3.1 Methodology

Geographic Boundaries

For the purposes of this preliminary social impact assessment, the approach has been to focus on those areas with the greatest potential for social impacts. This is based on issues raised through stakeholder consultation and those identified through the data gathering process.

All 2010 Games venues and events would be in Vancouver and Whistler. Most of the construction of new facilities and improvements to existing facilities would occur in Vancouver and Whistler. Most of the athletes and Games officials would be housed and many visitors to the Games would be accommodated in Vancouver and Whistler, as well. The potential positive and negative social effects — for example, in terms of housing, employment, transportation and health and social services — would have the most impact in Vancouver, Whistler and Sea-to-Sky corridor communities.

The Sea-to-Sky corridor communities including Lions Bay, Britannia Beach, Squamish/Brackendale, Whistler, Village of Pemberton and Pemberton Valley are included in this study. Included as well is the District of West Vancouver, because of its location on Highway 99 (also designated as Highway 1). Highway 99 is the transportation link between Vancouver and Whistler. These communities could experience social effects related to the transportation and/or accommodation of visitors to the Games.

The City of North Vancouver and the District of North Vancouver have not been included in this study because they would host no venues and would experience little impact, if any.



Since the international broadcast centre is proposed for the City of Richmond and the long track speed skating oval is proposed for the City of Burnaby, these two municipalities are in the study area.

Also, an Olympic venue is proposed for each of the University of British Columbia, Simon Fraser University and Cypress Provincial Park and therefore these are included as study areas.

Analyses of the remaining areas, such as areas in the vicinity of the proposed and existing venues have been undertaken without in-depth profiles.

Populations Examined

All populations are included. Vulnerable populations who live in the Greater Vancouver area and the Sea-to-Sky corridor are considered to be: youth, disabled, lower-income residents, unemployed, First Nations and homeless. These populations could experience more acutely the potential negative impacts of hosting the Games. The potential benefits — for example, training and employment or greater accessibility — that the Games could bring for such populations are considered also. Particular attention is given to the residents of Vancouver's inner city neighbourhoods where there is a greater concentration of vulnerable residents.

Temporal Considerations

In the lead-up period to the Games, potential impacts include those associated with the construction of new (and improvements to existing) facilities, infrastructure improvements and improvements to Highway 99. These activities have the potential to create other impacts, such as those associated with an influx of construction workers, the temporary or permanent loss of use of recreation facilities by the public, redevelopment or loss of housing or increase in shelter costs, implications to the volunteer sector, employment and skills training opportunities, or implications for social services as individuals migrate to the area in search for Games-related

work. While many of these potential impacts would be temporary in nature, they could be experienced as significant.

Social impacts and benefits could be experienced during the Games. Potential impacts such as those related to movement and accommodation of large numbers of people and implications for emergency, health and security services are considered.

The assessment of potential social impacts and benefits following the Games includes consideration of the legacies that the Games bring, changes in use of sports facilities as a result of construction and improvements, less available time at recreation facilities (pre-Games), greater availability (post-Games), permanent gain or loss of housing and ongoing redevelopment of areas. Consideration is also given to post-Games adjustments to employment and construction requirements.

For Squamish, Whistler and Pemberton Games related transportation improvements will create a safer highway and reduce accidents and save lives.

3.2 Social Profiles of Study Areas

3.2.1 City of Vancouver

Vancouver is located in the southwest portion of the province, within the Greater Vancouver Regional District (GVRD). The city is bounded by water to the north, south and west and by the Coast Range Mountains to the east.

Founded in 1886, Vancouver is the largest city in British Columbia and the third largest city in Canada. Vancouver has a population of approximately 545,671 and is situated in a region of more than 2 million people. The city is one of Canada's largest industrial centres whose major industries include resource-based industries, food processing and metal products manufacturing.

Information on the social environment of Vancouver is provided in Appendix G. Highlights on the City's profile are provided below.

- Statistics Canada reports a population of 545,671 in 2001, an 8.9% increase from 1996.
- Population is projected to increase to 619,023 by 2011, based on current trends⁷.
- 19.2% of population are 19 years or younger, 38.4% are 20 to 39 years old, 29.4% are 40 to 64 years old, and 13% are senior citizens.
- In 1996, of the 218,540 private households, 48% were one family households and 49% were non-family households. Average household size was 2.3, compared to the Provincial average of 2.6.
- Of the 119,110 families, 83.5% were husband-and-wife families. Of the single-parent families, women headed 84%.

www.city.vancouver.bc.ca/commsvcs/cityplans/populationhousing/populationandhousinglevelthree32.htm. This population projection was produced by BC Stats and does not take into account City of Vancouver policies or zoning capacities.

- In 1996, of the 218,540 occupied dwellings, 58% were owned and 42% were rented.
- In 1996, average value of dwellings was \$405,946, roughly twice that of the Province's average. Average rent was \$820 per month, also higher than the Province's average. 40% of tenants and 23% of homeowners reported paying more than 30% of their income on shelter.
- Vacancy rate in 2001 was 1.0%, a decline from 1.4% the previous year.
- Ethnic background reported by residents include 27.8% Chinese, 20.9% English, 10.7% Canadian, 6% French and 4.4% East Indian.
- In 1996 the aboriginal population was 10,965.
- In 1996, average household income was \$48,087 and average family income was \$57,620.
- In 1996, 31% of the population in private households were low-income residents. 28,795 families were considered as having low incomes.
- In 1996, 258,010 of the labour force were employed. Participation rate was 65.5% compared to the Provincial rate of 66.4%.
- Unemployment rate was 9.8% compared to BC's 9.6%. Unemployment rate for males aged 15 to 24 was 18.0% compared to 9.4% for males 25 years of age or older. Unemployment rate for females aged 15 to 24 was 13.5% compared to 8.1% for females aged 25 or older.
- Top industries for employment were business services, retail trade, accommodation, food and beverage service, other service, health and social services, manufacturing, educational services and wholesale trade.
- Top occupations for those in the work force included clerical, sales and service, teaching, retail salespersons and clerks, science professionals, wholesale, technical, insurance, other managers, managers in retail and food industries, food and beverage service, judges, lawyers and psychiatrists.

Downtown Vancouver Neighbourhoods

Five downtown neighbourhoods in the City of Vancouver are included as study areas — Downtown, Strathcona (including Downtown Eastside), Hastings Sunrise, Mount Pleasant, and Riley Park/Little Mountain. While only some include proposed Olympic venues, all are included given their proximity to the venues and downtown Vancouver and in particular, the concentration of vulnerable populations.



Downtown Vancouver

An early area of development in the city, the Downtown neighbourhood was an area of office and shopping surrounded by residential areas. Little change occurred in Downtown after 1929 until the late 1960s/early 1970s when much development began including Pacific Centre Mall, BC Place and Expo 86 on the north shore of False Creek. Since the 1980s, further transition has transformed the area into neighbourhoods around retail and office uses.

The Downtown neighbourhood is now comprised of a number of communities with their own unique characteristics and uses — False Creek North, Yaletown, Granville Slopes, Triangle West, Downtown South, Coal Harbour, Bayshore Gardens, East False Creek, and historic Chinatown and Gastown.

Highlights of Downtown Vancouver's profile include:

- Tremendous development and growth occurred between 1991 and 1996, with population increasing by 96% to 17,405.
- Few children or youth reside here — 5.5% compared to the City of Vancouver's 19.2%.
- Residential development and corresponding influx of residents between 1991 and 1996 are reflected in high mobility during this time period — 85.3% of residents moved compared to 57.7% for City of Vancouver residents.
- Households are smaller — 1.4 persons per household on average compared to City of Vancouver's 2.3. There are 69.1% one-person households compared to the City's 38%.
- Household incomes are lower — \$34,397 on average. Family incomes are higher — \$67,449 on average compared to \$57,620 for the City. Almost half the population in Downtown Vancouver — 47.8% — lives in low-income households.
- 82.4% rent their homes and pay \$615 per month on average compared to the City's average \$724 per month. Almost all live in apartment buildings — 25.6% live in buildings five storeys or less in height while the remainder live in buildings of more than five storeys.

Strathcona (includes Downtown Eastside)

Strathcona is located between Clark Drive to the east, Malkin and Prior Streets to the south, Main Street to the west and Burrard Inlet to the north. Strathcona, one of Vancouver's oldest neighbourhoods, includes historic Chinatown and Downtown Eastside — Canada's poorest postal code area. Downtown Eastside has the distinction of having the lowest per capita income in the country.

This neighbourhood, particularly the Downtown Eastside section, has struggled for years with many of the challenges and issues that are common to inner city neighbourhoods. Existing and ongoing problems include high unemployment, lack of adequate housing, drug and alcohol addiction and drug trafficking, crime, HIV infection, prostitution and loss of legitimate businesses. Steps are being taken by all levels of government, social service agencies, non-profit organizations and the residents of the area to address these issues.

With the de-institutionalization of mental health patients some years ago, this area has been the most accepting for these individuals as a place to call home. For most of the last 100 years, the area has been a community of older, single men, immigrants and aboriginal individuals.

The concentration of social service agencies is the highest in Downtown Eastside as is the concentration of bars and beer parlours.

Highlights of Strathcona's social profile include:

- Population of 11,645 in 1996 according to Statistics Canada. Population growth during the previous five years was 1.9%.
- Senior citizens made up a quarter of Strathcona's population compared to 12.9% in the City of Vancouver.
- 48.9% of Strathcona's residents reported Chinese ethnicity. English, Canadian and French were the next most frequently reported ethnicities. 6.4% identified with an aboriginal background.
- 68.5% of the 6,455 private households consisted of one person.
- 90% rent their homes — 48.9% live in apartment buildings with less than five storeys and 31.2% live in apartment buildings with more than five storeys.
- Average household income was \$12,485, approximately a quarter of the City's \$48,087. In the southern portion of the neighbourhood, household incomes averaged \$29,761.
- Family incomes were low as well — an average \$22,686 in Downtown Eastside in 1996 and \$31,226 in the south section of the neighbourhood compared to Vancouver's \$57,620.
- 63.9% of Strathcona's residents lived in low-income households. In Downtown Eastside, 80.9% lived in low-income households.
- Average rent was \$372, about half the average rent in Vancouver. Despite lower average incomes, 55.5% of tenant households spent more than 30% of their incomes on rent.

- Between 1991 and 1996, 59.6% of Strathcona's population reported having moved, similar to Vancouver's 57.5%.
- 25.6% of families were headed by a single parent, compared to 16.4% in Vancouver.
- 34% of working age residents participated in the labour force compared to 65.5% in Vancouver. Despite the low participation rate, 22.4% of those in the labour force were unemployed in 1996, compared to Vancouver's 9.8%.
- For those who were employed, predominant occupations were in the hospitality, other service, manufacturing and retail trade sectors. Somewhat less frequently reported occupations were in the health and social services, construction, wholesale trade and business service sectors.

Hastings Sunrise

Hastings Sunrise, Vancouver's most easterly neighbourhood, is bordered by Burrard Inlet to the north, Broadway Avenue to the south, Boundary Road to the east and Nanaimo Street to the west. Pacific Coliseum and Agrodome, proposed venue locations for the 2010 Games, are located within this neighbourhood.

The Hastings Sunrise area was to be developed as a town in 1863. While it did not develop into the port city that was anticipated, the New Brighton area was a popular weekend retreat for residents of the province's capital at the time, New Westminster. The area continued as a resort until the beginning of the 20th Century. The Vancouver Exhibition Association first staged an exhibition in the area in 1910. The site was named Exhibition Park in 1946 and the current Pacific National Exhibition continues at this location.

Highlights of Hastings Sunrise's social profile include:

- Population of 31,085 in 1996 — a 4.4% population growth during the previous five years.
- 23.2% were aged 19 years and younger compared to 19.2% in Vancouver; while 13.7% were senior citizens compared to 12.9% in Vancouver.
- 48.1% reported having moved between 1991 and 1996 compared to 57.7% in Vancouver.
- 19% of families were headed by a single parent.
- Average household income was \$45,630 compared to \$48,087 in Vancouver; average family income was \$45,198 compared to \$57,620 in Vancouver.
- 29.2% lived in low-income households and 45.8% of tenant households spent more than 30% of their incomes on rent.
- 60.6% of the dwellings were single detached houses, 24.1% were detached duplexes. 41.3% of the dwellings were rented and the average rent was \$692 in 1996, lower than Vancouver's \$724.
- Ethnic backgrounds reported by residents include 43.1% Chinese, 13% English, 11.9% Italian and 7.7% Canadian.

- 55.7% of working age residents participated in the work force compared to Vancouver's 59.1%. Unemployment rate was reported at 11.2%.
- Industry sectors most frequently represented by those employed were: manufacturing, hospitality, retail trade, other service, health and social services and business services.

Mount Pleasant

The Mount Pleasant neighbourhood, which includes the South East False Creek lands, is bounded by Clark Drive on the east, 16th Avenue on the south, Cambie Street on the west and False Creek on the north. This area is situated south of the city's business district. The south portion of the neighbourhood is predominantly residential and while the north is predominantly industrial, this area is in transition to retail, commercial and lighter industrial uses.

Highlights of Mount Pleasant's social profile include:

- 24,539 population in 2001 —between 1996 and 2001 experienced 3.6% growth compared to Vancouver's 6.2%.
- 48.1% of the population was in the 20 to 39 age group compared to 38.4% in Vancouver.
- The 11,840 households had an average size of 2.0 in 1996. 4,970 families were in the neighbourhood.
- 72.5% rented their homes and lived in apartment structures with five storeys or less.
- 6.5% of all dwellings were single detached homes.
- In 1996, average household income was \$32,888 compared to Vancouver's 48,087. Average family income was \$37,703 compared to Vancouver's \$57,620.
- In 1996, 2,015 families or 43.7% lived in low-income households compared to Vancouver's 31.0%.
- Average cost of rental housing was \$628 compared to Vancouver's \$724.
- 51.7% of tenants spent more than 30% of their household income on rent.
- 70.6% of residents moved between 1991 and 1996 compared to 57.7% in Vancouver.
- Ethnic backgrounds reported by residents included 21.2% English, 15.1% Chinese, 11.2% Canadian, 8.7% Italian, 7.4% French and 4.3% aboriginal.
- 61.5% of residents 15 years and older were in the labour force compared to Vancouver's 59.1%. Unemployment in 1996 was 13.6%.

Riley Park/Little Mountain

The Riley Park/Little Mountain neighbourhood is located in the central part of the city and is bounded by 16th Avenue to the north, 41st Avenue to the south, Cambie Street to the west and Fraser Street to the east. Hillcrest Park and Nat Bailey Stadium, proposed venue locations for the Olympics, are in this neighbourhood.

The following are highlights of Riley Park/Little Mountain's social profile:

- 21,710 population in 1996 — a 6.8% increase between 1991 and 1996.
- 22% of population was youth and children, similar to 19.2% in Vancouver. 11.7% were 65 and older compared to 12.9% in Vancouver.
- Ethnic backgrounds reported by residents included 33.7% Chinese and 1.8% aboriginal.
- 25.6% of the 7,905 households in 1996 were one-person and average household size was 2.7 compared to Vancouver's 2.3.
- 18.4% of families were single parent compared to Vancouver's 16.4%.
- Average household income was \$51,615 in 1996 compared to \$48,087 in Vancouver. Family incomes were \$54,999 compared to Vancouver's \$57,620. Single parent family incomes were \$38,350.
- 28.4% lived in low-income households.
- 46.1% rented their homes at an average gross rent of \$731, comparable to Vancouver's \$724.
- 47.9% spent more than 30% of their income on rent.
- 44.8% lived in single detached homes and 24.7% lived in apartment buildings less than five storeys high.
- 59.1% of residents 15 years and older participated in the work force in 1996. Unemployment was 9.1%.
- Industry sectors most predominantly represented by those employed include the retail trade, hospitality, health and social services, other service, manufacturing and business service.

3.2.2 City of Richmond

Located immediately south of Vancouver, the City of Richmond consists of a series of islands — Sea Island, Lulu Island and 15 smaller islands — in the mouth of the Fraser River. Richmond has experienced rapid growth and is becoming more densely populated through housing development.

The following are highlights of Richmond's social profile:

- Population was 164,345 according to the 2001 Census — the population grew by 10.4% between 1996 and 2001.
- 24.5% were aged 19 years or younger, 37.2% were 20 to 44 years old, 26.5% were 40 to 64 years old and 11.8% were senior citizens.
- In 1996, of the 50,925 households, 72% were one-family households; 24% were non-family households. Average household size was 2.9 compared to the Provincial average of 2.6.

- Of the 40,570 families, 87.8% were husband-and-wife families and women headed 82% of the single-parent families.
- Of the 50,925 dwellings, 69% were owned and 31% rented.
- Average value of dwellings was \$317,004 compared to the Provincial average of \$239,745; average gross rent was \$940 per month. 40% of tenants and 26% of homeowners paid more than 30% of their income on shelter.
- In 2001, the vacancy rate for market rental apartments and row units was 0.9%⁸.
- In 1996 people of Chinese descent represented the largest proportion of the population. The next most frequently represented groups were English, Canadian, Scottish, Irish and German.
- In 1996, average household income was \$53,899 and average family income was \$55,743.
- 26% of the population in private households were low-income residents, a higher proportion than in the Province as a whole.
- 92.2% of the labour force was employed — unemployment rate of 7.8% was below the Provincial rate of 9.6%. Richmond's participation rate of 63.9% was slightly lower than the Province's 66.4%.
- Top industries for employment in 1996 were retail trade, manufacturing, business services, health and social services, accommodation, food and beverage service, other services, wholesale trade and transportation and storage.
- Top occupations for employment were clerical, sales and service, retail salespersons, wholesale, technical and insurance and other managers.
- Vancouver International Airport is an important economic generator and the City of Richmond is emerging as an important centre for high technology industries.

3.2.3 City of Burnaby

Burnaby, situated to the east of Vancouver, is bordered by Burrard Inlet to the north and the Fraser River to the south. Burnaby has an exceptional physical environment, with natural features including two freshwater lakes, Burnaby and Deer Lakes, naturally forested mountain parkland, Burnaby Mountain, and an ocean beach.⁹

Highlights of Burnaby's social profile include:

- In 2001, according to Statistics Canada, population was 193,954. The population grew by 8.2% between 1996 and 2001 and is projected to grow to 217,000 by 2006.
- 22.2% of the population was 19 years or younger, 40.7% were aged 20 to 44, 23.7% were aged 45 to 64 and 13.4% were senior citizens.

⁸ Canada Mortgage and Housing Corporation, Rental Market Report, Vancouver, 2001, pg. 7.

⁹ www.city.burnaby.bc.ca

- In 1996, of the 67,750 private households, 62% were one-family households and 36% were non-family households. Average household size was 2.6, the same as for the Province.
- 45% of the dwellings were rented compared to 35% in the Province. 55% of dwellings were owned.
- In 2001, vacancy rate for rental apartments and row units was 0.98%.
- In 1996, average value of dwellings was \$327,562 compared to the Province's average of \$239,745. Average gross rent was \$808 compared to the Province's \$772.
- In 1996, 21% of homeowners and 40% of tenants spent more than 30% of their income on shelter.
- The largest ethnic group represented in the population was Chinese, followed closely by English. Others included Canadian, Scottish, Irish, German and Italian.
- In 1996, average household income was \$48,791 and average family income was \$53,842.
- In 1996, 91% of the labour force was employed. Participation rate was 63.6% and unemployment rate was 9.0%.
- Most prevalent industries by employment in 1996 were retail trade, manufacturing, business services, health and social services, other services, accommodation, food and beverage, construction and wholesale trade.
- The largest proportion of the labour force had occupations such as clerical, sales and service, retail sales, wholesale, technical, insurance and professional.

3.2.4 West Vancouver

The District Municipality of West Vancouver stretches from the waters of Howe Sound and English Bay to halfway up the North Shore mountainside. The area west of Capilano River is one of the most affluent communities in Canada.

Highlights of West Vancouver's social profile include:

- In 1996, population was 40,882. According to Statistics Canada, the population had grown to 41,421 by 2001, an increase of 1.3% in five years.
- 20.9% of residents were senior citizens and 22% were 19 years or younger.
- Average family income was \$116,263 and average household income was \$97,032, significantly higher than the Provincial average of \$50,667.
- In 1996, average value of occupied private dwellings was \$599,525 compared to \$239,745 for the Provincial average. 18% of homeowners spent 30% or more of their household income for shelter costs.
- Average gross rent was \$1,462 with 45% of tenants spending 30% or more of their household income on rent.

- In 1996, 20,815 residents 15 years or older were in the labour force, for a participation rate of 61.2%. Unemployment rate was 4.3% compared to the Province's 9.6%.
- Half of those aged 15 years or older reported at least some university education.
- 6,525 residents or 61% of the employed work force worked outside West Vancouver.
- In 1996, 86% of residents did not move, compared to 80% in the Province. 48.7% reported having moved between 1990 and 1995.

3.2.5 Resort Municipality of Whistler

Located along Highway 99 approximately 105 km north of Vancouver, the Resort Municipality of Whistler is centered within the largest ski area in North America. Whistler Mountain opened in 1966 and Blackcomb Mountain opened in 1980. Social Profile Data for Whistler is in Appendix G.

Whistler has grown dramatically in the last 25 years. At one time most of the accommodation was centered around "Creekside" and the small regional lakes. Today there are several sections: Creekside, which is undergoing rapid redevelopment; Upper and Lower Villages which include Whistler town centre and are fully developed with condominiums, hotels and retail operations. Except in October and November, pedestrian-only streets are bustling with people and activity. Outside the main areas are additional small hotels, condominiums and detached housing. The municipality has virtually reached its limit for residential and commercial development, as imposed by its "bed-cap".

Whistler's physical and social character, structure and economy reflect the importance of skiing and other outdoor recreation opportunities in the area. Highlights of Whistler's social profile include:

- In 2001, permanent population was 8,896, reflecting a growth rate between 1996 and 2001 of 50%. This growth rate gives Whistler the distinction of being one of the fastest growing communities in British Columbia. Between 1991 and 1996 the growth rate was 60.8%.
- Population is projected to continue to increase, reaching between 12,000 and 16,000 by 2010.
- Whistler hosts a significant temporary population in addition to its permanent residents. Many positions are seasonal (29% of those employed are in the accommodation, food and beverage industries and 19% in other service industries) and the population also expands with large numbers of tourists during the ski and summer seasons.
- 62.5% of residents were 20 to 39 years old, 16% were 19 years or younger, and only 1% were aged 65 or older.
- In 1996, of the 2,875 households, half were one-family and the other half were non-family households. Average household size was 2.4 compared to the Province's average of 2.6.
- 59% of the residents had never been married.
- 57% of the private dwellings were rented and 42% were owned.
- In 1996, the average value of dwellings was \$393,610 and average gross rent was \$912.

- In 1996, 40% of tenants and 38% of homeowners spent more than 30% of their income on shelter costs.
- Whistler Housing Authority's 1999/2000 annual survey of rental accommodation availability and costs found that advertised rental accommodation availability decreased by 65% between 1998 and 2000. Availability was lowest in January. The survey also found that 87% of residents lived with one or more roommates and of these, 59% had more than one roommate.
- In 1996, participation rate in the labour force was 92% and unemployment was 5.5%, almost half the Provincial rate.
- The municipality's annual monitoring report for 2000 indicated an even lower unemployment rate of 1.7%. The report also says that winter employee population was 13,543 of which 6,500 held full-time, year-round positions and 3,800 held seasonal, full-time employment. Of those working in Whistler, 79% were residents of the municipality. Residents from nearby communities held the remaining positions.
- In 1996, key industries providing employment were accommodation, food and beverage, other service, retail trade, construction, real estate and insurance, health and social services, business services and transportation and storage.
- The largest proportion of the labour force had occupations in food and beverage service, travel and accommodation, including sport and clerical positions, or were managers in the retail and food industries.
- 70.9% of permanent residents worked in the community.
- 46.3% reported at least some university education and of these, 25.8% had a Bachelor's degree or higher.
- In 1996, 42% of residents moved in the past year, compared to 20% in the Province. During the previous five years, 81.8% moved.
- 27.7% of residents moved to Whistler from another province and 8.7% moved from other countries.
- One of the goals of Whistler's Enhancement Strategy is to develop a more economically and socially stable community.

3.2.6 Sea-to-Sky Corridor Communities

The Sea-to-Sky Corridor extends north and east from Vancouver to Whistler and beyond. The three largest communities located along Highway 99 in the Corridor are Squamish, Whistler, and Pemberton. Other communities include the Village of Lions Bay, Britannia Beach, Brackendale, and the Pemberton Valley. Several First Nations Reserves are also located within the Sea-to-Sky Corridor, with the largest First Nations communities located in Squamish and Mt. Currie, adjacent to Pemberton. Social profiles for Squamish and the Pemberton Valley follow, along with information for other communities. Lack of information requested of the First Nations communities weakens the study of these communities.

3.2.6.1 Lions Bay

The Village of Lions Bay is located on Howe Sound, just north of the District Municipality of West Vancouver along the Sea-to-Sky Highway. Lions Bay is a modern "bedroom" community within the Greater Vancouver Regional District. Lions Bay has a terraced development style with single-family dwellings embedded in the hillside from water level to well up the mountainside. Highway 99 bisects this community.

Highlights of Lions Bay's social profile include:

- Average family income of \$107,534 was almost twice that of the Provincial average of \$56,527.
- In 1996, the average value of occupied private dwellings was \$47,049 and average gross rent was \$1,487.
- In 1996, 835 residents aged 15 and older were in the labour force, representing a participation rate of 78.4%. The rate of unemployment was 3.0% compared to BC's rate of 9.6%.
- Top industries for employment were business services, health and social services, wholesale trade, other services, finance and insurance and construction.

3.2.6.2 Britannia Beach

Britannia Beach is located off Highway 99 on the shore of the Pacific Ocean. Britannia Beach was once home to the largest copper mine in the British Empire. The mine closed in 1974 and the mine site has been identified as one of the worst sources of metal contamination in North America. This situation is currently being remediated.

Britannia Beach's population was 750 in 2001. The village features a number of arts and crafts shops as well as restaurants and a general store.

3.2.6.3 District of Squamish

Squamish is located at the head of Howe Sound and includes Mount Garibaldi, Stawamus Chief and Smoke Bluffs. Known as the "Outdoor Recreation Capital of Canada", Squamish is set in spectacular scenery. The municipality and surrounding areas provide many opportunities for high quality, year-round outdoor recreation. Unemployment due to restructuring of the forest industry is one of the more significant unique features of Squamish.

Highlights of Squamish's social profile include:

- In 1996, population was 13,994 and in 2001 the population was 14,247. Between 1991 and 1996 the population grew by 19.5% and between 1996 and 2001 the population grew by 2.2%. Population is projected to increase to between 16,000 and 20,000 by 2010.
- Age structure was similar to that of BC, except seniors comprised 7% of the population, which was lower than in BC.

- In 1996, of the 4,915 households, 75% were one-family households. Average household size was 2.8 compared to BC's average of 2.6.
- 73% of dwellings were owned compared to 65% in the Province.
- In 1996, average value of dwellings was \$212,063 and average rent was \$726.
- 44% of tenants and 19% of homeowners spent more than 30% of their household income on shelter costs
- According to CMHC's Rental Market Report, vacancy rate for market rental apartments and row units in 2001 was 6.3%.
- Average household income was \$56,012 compared to the Provincial average of \$50,667. Average family income was \$59,279 compared to the Provincial average of \$56,527. Average income of one-parent families with a woman as the head of the family was \$27,947.
- 83.8% of income came from employment while 10.2% came from government transfers. 11.9% lived in households with low incomes.
- Between 1990 and 1995, 53.3% of residents moved and between 1994 and 1995, 18.8% moved. Most people moving to Squamish came from other communities in British Columbia.
- Ethnic backgrounds reported to Statistics Canada included 36.2% English, 27% Canadian, 12% French, 7.7% East Indian and 2.3% aboriginal.
- In 1996, participation rate in the labour force was 73.2% compared to the Provincial rate of 66.4%. Unemployment was 8.5%.
- In 1995, unemployment rate for males aged between 15 and 24 was 10.9% compared to 7.1% for males aged 25 and older. Unemployment rate for females aged between 15 and 24 was 13.3% and 25 and older was 8.7%.
- Leading industries in Squamish were forestry, accommodation, food and beverage, retail trade and transportation and storage. Forestry, logging and related employment decreased rapidly in the past 10 years due to market and competitive issues.
- The most represented occupations of those in the labour force were sales and service, clerical, managers in retail and food industries.
- 55.1% of those employed worked in Squamish. 31.6% reported no fixed work place.

3.2.6.4 Brackendale

Brackendale is a residential community of Squamish. Brackendale is currently home to the local arts community and also the location of the largest gathering of bald eagles in North America.

3.2.6.5 Pemberton Village

Pemberton Village is 30 km north of Whistler on Highway 99. The community's beginnings are linked to the Gold Rush days and that is still reflected in the older, heritage buildings located in the

Village. Today, Pemberton is the business and service centre serving the ranching, logging and farming communities in Pemberton Valley and nearby Mount Currie Indian Band.

Pemberton has experienced substantial growth during the last 20 years and in particular in the last 10 years. This is one of the fastest growing communities in Canada. Much of this growth is due to the high growth rate in the Resort Municipality of Whistler that has created a spillover effect in nearby municipalities. Many who work in Whistler have moved to communities such as Pemberton in search of more affordable housing. Some residents who own homes in Whistler are finding less developed communities such as Pemberton appealing and are moving there, adding to the mix of residents a group with higher incomes.

Pemberton has a high proportion of unemployed residents as a result of a downturn in all resource-based industries.

Social profile data for Pemberton Village is in Appendix G. Highlights include:

- In 2001 population was 1,637, an increase of 91% since 1996.
- In 2001, 24.5% of the population was 19 years or younger, 48.5% were between 20 and 39 years of age and 2.4% were 65 years or older.
- In 1996, of the 325 private households, 28% were non-family households compared to the Province's 31%. Average household size was 2.6, the same as the Province's average.
- 73% of dwellings were owned and 28% rented.
- In 1996, average value of occupied private dwellings was \$187,668 and rents averaged \$778. Both were lower than the Provincial averages.
- 50% of tenants and 34% of homeowners spent more than 30% of their household income on shelter costs.
- During the five years prior to 1995, 64% of residents moved. 34% of those who moved to Pemberton came from elsewhere in BC.
- Ethnic backgrounds reported include 39.7% Canadian, 34.4% English, 26.6% French and 7% aboriginal.
- In 1996, unemployment rate was 9.6%, the same as the Provincial rate. Highest unemployment was females between 15 and 24 years of age. 88.4% of residents 15 years and older participated in the work force compared to the Provincial rate of 66.4%.
- The most prevalent industries were forestry, agriculture, services, accommodation, food and beverage, and retail trade.
- The most frequently represented occupations were managers in industries such as retail and food, clerical, retail salespersons and clerks, travel and accommodation, mechanics and transportation equipment operators.
- 29.1% of residents lived and worked in the village. Of the 52.4% who worked in another community, 50.4% worked in the area.
- Average household income was \$54,467, higher than BC's average but considerably lower than that of Whistler. Average family income was \$55,141. One-parent families

headed by a woman earned an average \$16,016, considerably lower than the Provincial average of \$28,448.

- 87% of income came from employment income while 7% came from government transfers.

3.2.6.6 Pemberton Valley

Pemberton Valley is adjacent to the Village of Pemberton. This is an unorganized area of large acreage properties, farmland and Crown Lands. Employment is primarily in agriculture, forestry and tourism.

Other Communities Affected by Venue Development

3.2.6.7 Cypress Provincial Park

An outdoor Olympic venue is proposed for Cypress Provincial Park, which is nestled in the mountains above West Vancouver. This venue would host freestyle skiing and snowboarding.

Cypress Provincial Park, located 12 kilometres and 26 minutes from downtown Vancouver, is bordered by Howe Sound, the District of West Vancouver, Mount Strachan and Hollyburn Mountain. The Park is 3,000 hectares in size and is one of the most popular recreation areas in the Lower Mainland because of the natural wilderness experience it offers close to a large urban population. Current recreation uses include alpine and Nordic skiing, wilderness camping and hiking. The Cypress ski area is operated through a renewable lease held by Cypress Bowl Recreations Ltd.

Winter use of the Park in 1999 was more than 500,000 people. BC Parks records show there were a total of about 1.5 million visits to Cypress Provincial Park in 1999. (Lancaster, D. 2000).

The Cypress Provincial Park CRA Master Plan, approved in 1997, sets out development that will be allowed within the Park designated as a Controlled Recreation Area (CRA). In 2001, construction and upgrades were made in the CRA including alpine and Nordic ski area improvements, water and sewage improvements, and parking lot expansion.

3.2.6.8 University of British Columbia

The University of British Columbia (UBC) campus is located in the most western section of the City of Vancouver, approximately 30 minutes from downtown. The campus lands are surrounded by the Pacific Ocean to the north, south and west. East of the campus is Pacific Spirit Regional Park (University Endowment Lands) and University Golf Club.

In 2000/2001, more than 45,400 full-time and part-time students were registered at UBC. 1,740 full-time faculty and 7,339 non-faculty staff were employed on campus. According to UBC's Comprehensive Community Plan, approximately 9,500 individuals lived on campus in 1999.

Thunderbird Winter Sports Complex is situated on the south side of Thunderbird Boulevard. To the west is the Osborne Centre gymnasium, to the north are parking lots, to the south are sports fields, and to the east are the Spirit Park Apartments and other apartments that comprise the Acadia Park residences and the Berwick Memorial Centre Preschool. Further south and east are the campus fire department and RCMP offices. The university population and non-university community use Thunderbird Winter Sports Complex for sports such as skating, hockey and curling and sports

events. The proposed second ice hockey venue would be constructed on the current site of the Complex.

The comprehensive community plan for UBC sets out planned development on campus in the 21st Century. The Plan contemplates an additional 930 housing units by 2006 in the areas nearest the Thunderbird Winter Sports Complex. By 2012, an additional 953 units in these areas are planned. The plan to develop an urban village in the South Campus area includes a village commercial centre to be developed in 2002.

3.2.6.9 Simon Fraser University — Burnaby Mountain Campus

Simon Fraser University is located in the City of Burnaby on Burnaby Mountain, approximately 30 minutes from downtown Vancouver. The campus is bordered by Burrard Inlet to the north and the City of Burnaby to the west, south and east. Between the campus and Burrard Inlet are Burnaby Mountain Park and Burnaby Mountain Conservation Area.

Simon Fraser University's population includes 24,367 students, 663 faculty members and 973 non-faculty staff. Approximately 1,300 students live on campus.

A new speed skating oval is proposed to be constructed in the University Enclave in the southwest part of the campus, along Gaglardi Way. The site is currently a partially treed open space area that is used for storage of excavated materials and fill. Adjacent uses include an existing gymnasium and running track.

4. Summary of Stakeholder Consultation Workshops

4.1 Methodology

The stakeholder consultation workshops were intended to provide an opportunity to explore issues and provide preliminary identification of:

- Social issues relevant to their members/constituents
- Social benefits of hosting the Winter Games
- Possible legacies
- Possible mitigation measures of likely effects and possible residual effects

The consultants used a set of stakeholder consultation workshops to obtain detailed input and information from the communities situated between Richmond and Mount Currie.

A large number of participants were invited to five community-based, three-hour sessions that focused on specific concerns and highlighted potential legacies related to the Games. Using ReWerx's proprietary large group methods, consensus was generated from participants in regard to key issues, opportunities and mitigation strategies.

Research was completed to identify key stakeholder groups. Representatives of these groups were contacted and invited to the three-hour sessions addressing six topical themes that the stakeholders had suggested or the consultant team had identified through the literature review and interviews on previous hallmark event studies.

The following table highlights the number of individuals invited and attending each of the five large group sessions:

Table A Stakeholder Group Attendance by Community:

	Total Invites	First Nations & Affiliates Invited	Total Attending	First Nations Attending
Pemberton	59	18	10	1
Whistler	72	2	24	2?
Squamish	80	22	14	2
North shore	72	32	10	1
Vancouver	116	8	26	3
Total	399	82	84	8
% Attending			21%	9.7%

The numbers involved in the stakeholder consultation activity allow for a sound base of critical thinking. However, likely due to the summer period and relatively short notice (two week) for these sessions, the numbers were lower than anticipated. Many invitees responded that they would attend but in fact did not participate.

First Nations' Participation

Invitations were sent out to a higher than proportionate number of First Nations representatives compared to their numbers in the communities, to encourage participation. Invitations went to Chiefs, all Band councillors and many employees of First Nations organizations involved in youth work, employment and culture.

The following section summarizes the key issues and themes from each of these large group sessions¹⁰.

4.2 Common Issues Raised by Stakeholder consultations

4.2.1 Housing Issues

Overall, most residents in the Lower Mainland and Sea-to-Sky corridor are well housed. The data indicates that there is a range of housing types, from single family, to multiple residential and rental housing. Housing stock continues to be developed. Housing prices are strong in areas of high demand. In other areas, there is a range of housing stock and variety of price and availability.

During the 2010 Games, it is currently assumed that the media would be housed in hotel accommodation, athletes and team officials in the athletes' villages and visitors, in a variety of accommodations including hotels and homes of friends and relatives.

4.2.1.1 Positive Potential Effects

The following are positive potential housing effects consolidated from the stakeholder consultation workshops:

- The Province of British Columbia has tenant protection laws and rent protection laws that are expected to address pressures for rental accommodation from Olympic visitors.
- As a tourist area, Vancouver and Sea-to-Sky corridor as well as parts of the Lower Mainland have a good supply of hotel and motel accommodation. The hotel and hospitality industries are expected to carefully weigh the expenditure required to increase short-term demand versus the burden of long-term over-supply. This same sector expects to benefit from increased demand during the construction phase and during and after the Games
- The decline in construction manpower as venues is completed before the Games has the potential to free up lower-cost accommodation.
- Current shortfalls in Whistler's affordable rental housing supply would be partially addressed through the athletes' village proposed in that community.
- A portion of the Athletes' Village in Vancouver would be developed as long term affordable housing.

¹⁰ More detailed data beyond that provided on these tables are available through the Bid Corporation.

4.2.1.2 Negative Potential Effects

Several potential problem areas were identified:

- As in other Olympic events, homelessness and the effects on the homeless are potential issues for the 2010 Games. This issue may be exacerbated in the lead-up period to the Olympics, specifically during the construction phase as construction workers compete for low-cost housing. This may be aggravated by the limitations in current provincial statutes — people who are under protected — e.g. residents living in single-room occupancy accommodation (SROs).
- People living in SROs may also experience rent increases in addition to potential displacement effects.
- The potential effects on SROs are likely to be felt most in downtown areas, where the majority of SROs are located. The data indicates that there has been a significant decline in SRO housing over the years. Should the Province and City of Vancouver be unsuccessful in their efforts to reverse this trend through provision of new, affordable housing, this particular group is likely to experience increased difficulty in finding accommodation. These potential impacts need further examination in a second phase to validate this concern against Vancouver's changing inventories.
- The availability of affordable housing in Whistler is an area of concern. This area already experiences a tight affordable housing supply for permanent and seasonal residents. Should affordable housing programs be unsuccessful, the effects for sports and seasonal workers would worsen.
- Whistler's limited affordable housing is causing residents to move to nearby communities. There is some suggestion that house prices in Sea-to-Sky communities such as Squamish and Pemberton have been influenced by the good local economies in Whistler and Vancouver proper. These effects are particular to this area and are expected to continue whether or not Vancouver is successful in this Olympic bid. However, the effect on local residents employed in the community would be to make housing less affordable. Residents of these communities perceive that the Games-related development would accelerate the trend of increasingly unaffordable housing.

4.2.1.3 Suggested Mitigation Strategies/Legacies

The following are mitigation measures consolidated from the large stakeholder consultation sessions:

- Create land banks and build affordable housing in Whistler area.
- Reinforce the role of the Vancouver Agreement special task force in addressing homelessness and marginal housing in the downtown Vancouver area.
- Place significant effort on avoiding or managing the effects on housing for people who are under-protected both during the construction period and during the Games.
- Support and facilitate collaborative working relationships with agencies working with the homeless and housing agencies to maximize their ability to minimize effects. This includes providing financing for their efforts and involving them in defining the priority needs of legacy and affordable housing.

- Focus plans and programs specifically on the downtown Vancouver and Whistler areas.
- Draw together hospitality and tourism providers to coordinate a strategy to ensure that Olympic visitors are adequately housed during the Olympic period.
- As plans become more developed regarding accommodation for the various groups associated with hosting the Olympics and Paralympic Games, the implications for housing in general and affordable housing in particular in the Vancouver, Whistler and Sea-to-Sky corridor should be revisited.

4.2.2 Employment

4.2.2.1 Positive Potential Effects

The following are positive potential employment effects consolidated from the large stakeholder consultation sessions:

- The 2010 Games is expected to provide considerable positive employment opportunities arising from direct job creation and indirect employment.
- Employment is expected to occur in a range of sectors and include both well-paying construction and event management/administration positions and lower-paying positions such as service sector jobs.
- Positive employment effects would occur during the period leading up to the Games, particularly through construction activities.
- A decline in Games-related employment is expected in the weeks just prior to the Games (from its peak approximately six months prior) and another peak is expected during the Games.
- Some past Olympic host cities have been successful after the Games in promoting the facilities as sites for international sports and other events and the city and area as a tourist destination. The 2010 Games could result in a range of follow-on employment activity from decisions to locate conferences to investment decisions underpinned by the attractiveness of Vancouver, the Sea-to-Sky corridor and Whistler and the strong tourism base that currently exists.
- The Games has the potential of offering new employment opportunities for a skilled and qualified workforce within a current environment of high unemployment levels in British Columbia. This could be particularly beneficial for residents of Sea-to-Sky communities.
- The Games can provide jobs and training for workers in the province's service economy, especially for youth, the disabled and marginalized groups who may not have access to employment..
- During the Games, the predominant jobs created are expected to be either in the service sector or hospitality industry.
- There is potential for increase in skills in the hospitality and tourism sector, an important part of the British Columbia economy.

4.2.2.2 Negative Potential Effects

The areas of concern regarding employment are:

- Inner city residents, youth, disabled people, aboriginal people and those with fewer job skills may not benefit from the Games-related employment opportunities unless specific training programs are in place and are effective. Unemployment of these groups is currently a problem and will continue to be a problem whether or not Vancouver is successful with its Olympic bid.
- There is minimal potential of the 2010 Games to improve the skill set of the current workforce. Those people with existing skills will likely be employed and except for service and minor managerial skills, little enduring improvement in the skill base is anticipated.
- Volunteers may displace local residents from paying positions in Games-related jobs. Highly skilled/experienced transient individuals might be given higher priority for some positions, even though local people possess adequate skills and experience to do the jobs.

4.2.2.3 Suggested Mitigation Strategies/Legacies

The following are suggested mitigation strategies/legacies consolidated from the large stakeholder consultation sessions:

- Give British Columbia residents preference for bidding for contracts and hiring for jobs. Encourage private sector employers to follow the public sector lead in leveraging the Games as a way to reduce unemployment.
- Put programs in place to improve skills and training and provide preferential treatment for marginalized groups such as youth, disabled and lower income individuals.
- Give preference to hiring qualified aboriginal firms and First Nations residents.
- Provide opportunities to improve the housing and living conditions for temporary employees, students and part-time workers associated with the Whistler hospitality sector.
- Fully pursue the numerous opportunities that would be available for working with groups that are specifically interested in maximizing employment benefits.

4.2.3 Quality of Life

Whistler, the Sea-to-Sky corridor, Vancouver and the Lower Mainland maintain a high quality of life for their residents. The area is noted for providing a range of amenities, activities and pastimes. This is juxtaposed with a natural environment that provides an extraordinary range of wilderness and outdoor recreation activities.

When looking at some of the more tangible indicators of quality of life, residents experience quality schools, adequate water-sewer infrastructure and dependable transportation. Overall, most residents are well educated, have adequate incomes and look forward to continued improvement in their quality of life.

Like those in many other communities, people volunteer, value their sense of community, are proud of their sense of community spirit and participate in activities to ensure that these characteristics remain.

4.2.3.1 Positive Potential Effects

The following are positive potential quality-of-life effects consolidated from the large stakeholder consultation sessions:

- While there are exceptions, many communities have unique attributes that are not expected to be impacted leading up to or during the Games. Indeed, there is promise for considerable enhancement of quality of life in numerous communities associated with Olympic venues.
- The legacies of the Olympics are focused on quality of life improvements.
- While there are challenges and occasional setbacks, like other Canadians, residents in the study area have social service support such as welfare, pensions and a full range of municipal and provincial services. This is not expected to change significantly due to the Games.
- Hosting the Olympic Games provides a unique opportunity to bring different community partners together — private, public, non-profit and members of the public — to work in ways they might otherwise not.
- Planning, organizing and running the Games have the potential to be a significant community building and capacity building opportunity.
- Large events such as the Games have the potential to boost civic pride and community spirit and increase community participation.
- Likely, people who have never volunteered before would join the ranks of Olympic volunteers.
- Through sports competitions, cultural events and other non-sports Olympic activities, citizens have an opportunity to learn more about their community.
- Prolonged large events such as the Games can be a catalyst for transportation improvements, particularly road infra structure improvements.

4.2.3.2 Negative Potential Effects

The areas of concern regarding quality of life include:

- The Olympics could draw volunteers away at least temporarily, from the support they give to programs and services that provide care, for example, to seniors, children and youth, or the disabled. Some volunteers would likely shift their commitment for a temporary period to become involved in a "once in a lifetime" event. This may exacerbate the existing trend of diminishing
- The number of volunteers required to stage the Olympics is substantial. Even though there are many volunteers in the GVRD and Sea-to-Sky corridor, meeting the required level of volunteering is still a concern to some communities. Evidence from Salt Lake City, and current leading indicators for Vancouver, show that volunteer opportunities are oversubscribed. Salt Lake City had over 60,000 applications for 23,000 volunteer positions.

- While some volunteers could be drawn away from charitable and non-profit organizations to work at the Olympics, the Games may also place additional demands on these same organizations (through other social impacts that are experienced because of the Games), resulting in the need for extra volunteers. (An example of this is the Salt Lake City experience that demonstrated the additional demand for volunteers —see Appendix B — Salt Lake City.)

4.2.3.3 Suggested Mitigation Strategies/Legacies

Avoiding negative effects and maximizing positive benefits for quality of life depends upon the breadth and depth of liaison and dialogue among relevant sectors. The following are suggested mitigation strategies/legacies consolidated from the large stakeholder consultation sessions:

- Put in place strategies to realize both the lead-up and legacy benefits for quality of life.
- Implement training programs that are oriented to maximize volunteer skills both leading up to and long after the Games.
- Establish careful liaison between Games organizers and the volunteer sector such that communication can maximize benefits and maintain baseline community social programs and resources that rely on volunteers.
- See the Games as a mechanism for expanding the existing volunteer base. The creation and fostering of the willingness to volunteer can be an important benefit for British Columbia residents.

4.2.4 Health & Social Services

British Columbia, Vancouver and the Lower Mainland have a well-developed social welfare system and social infrastructure that includes income supports, old age security, childcare and many other programs. These activities are strongly underpinned by non-profit organizations and charities that normally experience strong and weak periods in funding and support and are typically cognizant of program needs over the short term. The concern for potential effects on the provision of social services through increases in the number of homeless, changes in volunteer support services and other increased service demands is already well known.

4.2.4.1 Positive Potential Effect

The following is a positive potential social services effect consolidated from the large stakeholder consultation sessions:

- Social service providers would have adequate time to ensure that there is an enhancement of their ability to identify service needs and service support leading up to and during the Games.

4.2.4.2 Negative Potential Effect

The concern regarding social services is:

- Individuals may "fall through the cracks" as a result of additional pressure on social service system without additional resources, for example in the construction phase leading up to the Games.

4.2.4.3 Suggested Mitigation Strategies/Legacies

The following are suggested mitigation strategies/legacies consolidated from the large stakeholder consultation sessions:

- Include social service agencies as full partners in the Games organizing process and continue this relationship for the duration of the Games.
- Improve liaison between agencies, non-governmental organizations and government departments to identify social service support shortfalls.
- Further develop social impact identification needs in or before Phase 2. Include an analysis of impacts and benefits.

4.2.5 Security and Civil Rights

Security would be vital for the success of the Olympic and Paralympic Games. From the Munich Olympics through Atlanta to post-September 11, citizens are increasingly coming to realize the protection afforded by security. It is expected that in addition to police and fire forces throughout lower British Columbia being on alert during the Games, security and safety forces elsewhere in Canada and other parts of the world will be on alert, also.

4.2.5.1 Positive Potential Effects

The following are positive potential security and civil rights effects consolidated from the large stakeholder consultation sessions:

- Considerable knowledge is available on how to provide adequate security protection for high profile events. It is anticipated that current security forces would be more than able to meet the demands for heightened security.
- Vancouver and the Lower Mainland have considerable experience in both the positive and negative aspects of providing security.

4.2.5.2 Negative Potential Effects

The following are concerns regarding security and civil rights:

- Some security measures at and in the vicinity of the Olympic venues could disrupt or restrict the activities of nearby residents and the use and operation of community and recreation facilities located in the vicinity of the venues.
- While security measures would likely be experienced as a temporary nuisance to most, they could be more significant for others.
- Security plans that are developed without regard for the community can result in unnecessary disruptions.
- The Games could become a forum for both sports and political messages. Residents want programs in place that allow for peaceful protest, while protecting the safety of people and property.
- A specific concern is the potential to violate civil liberties of people practicing normal day-to-day activities. This may be particularly acute for those who can be classified as marginalized or disenfranchised.

4.2.5.3 Suggested Mitigation Strategies/Legacies

Over successive Olympics, practices have been refined on how to achieve the balance between protection of health and safety versus the right to civil protest and freedom of movement. The following are suggested mitigation strategies/legacies consolidated from the large stakeholder consultation sessions:

- Put in place a rapid process to justice for any who are arrested or detained during the Games.
- Establish early liaison with groups who seek to express their views and joint committees that include the law enforcement community and those wishing to practice civil disobedience.
- Establish clear procedures and protocols in advance of the Games to avoid street sweeps and to increase the sensitivity of law enforcement and security forces.

4.2.6 Transportation

During the 2010 Games, large numbers of people would be moved on a daily basis to venues. It is estimated that approximately 42,000 individuals would be moved daily within the Whistler area and 195,000 each day to Vancouver and area venues. Venues have been selected in part because of their access to good public transit. For example the UBC campus — host to the secondary ice hockey arena — and Simon Fraser University's Burnaby campus — proposed site of the long track speed skating oval — are well served by public transit, as are the venues in downtown Vancouver.

Highway 99 links Vancouver to Whistler and the communities along the Sea-to-Sky corridor. Currently the Highway suffers from congestion, particularly during peak travel periods. The level of congestion has increased in conjunction with the popularity of the area for skiing and other forms of

outdoor recreation. Safety of the Highway is an issue, with the main issues being unsafe driving practices of impatient drivers and an increase in the accident rate.

4.3.6.1 Positive Potential Effects

The following are positive potential transportation effects consolidated from the large stakeholder consultation sessions:

- The Bid Corporation is proposing a public transit/mass transit model of transportation to provide safe, reliable and efficient movement of people between venues during the Games. There is no reason to believe that transportation planning would not be successful. Vancouver is not the first city to host large, multi-week events. Indeed, many cities of similar size have adequately coped with much more.
- Additional positive benefits are expected to arise through transportation initiatives including improvements to road networks, transit and cycling paths and trail ways. This would occur against a backdrop of urban and rural areas that arguably have adequate transportation systems already.
- The significant positive effect of hosting the Games would arise from improved transportation infrastructure between downtown Vancouver and Whistler.
- The Ministry of Transportation is currently looking at options for upgrading Highway 99 to address future traffic demand. It is proposed that improvements be made in time for the 2010 Games. The upgrades are not known at this time nor are the construction schedules available. The improved Sea-to-Sky Highway 99 would provide a lasting benefit of better access, safer travel and reduced congestion.
- Employing buses as the main mode of Olympic-related travel on Highway 99 would help reduce the added traffic volume on the Highway during the Games. It is possible also that the number of non-Olympic visitors to the area would be less than usual as some chose to stay away from the area during the Games, resulting in less traffic on the Highway.

4.2.6.2 Negative Potential Effects

The following are concerns regarding transportation:

- Should the Sea-to-Sky Highway be reconstructed, disruptions are likely to be experienced by residents and visitors. However, the disruptions are similar in some ways to those associated with most road construction projects and unique in some ways to the geography and context of the Sea-to-Sky corridor.
- Motorists would likely experience regular travel delays for periods of time along the Highway for the duration of the construction. This may be an inconvenience for some and could add time to travel-to-work commutes.
- For residents and community facilities located along the Highway, potential short-term construction impacts would include noise, dust and vibration if blasting is required, as well as access and egress challenges.

- These disruptions, while potentially extending over several years, would be temporary and relatively short-term in duration for local residents.
- Highway 99 provides the only access for residents, visitors and businesses through the Sea-to-Sky corridor. Alternative routes are not available for those looking to avoid construction zones.
- Until construction plans are developed, it is not known whether any residential dwellings or community facilities would be expropriated. The negative potential effects associated with displacement could be significant.
- Participants expressed concerns that sections of the highway would be closed at night to meet construction schedules and reduce daytime construction-related disruptions. Residents would be unable to reach destinations during the times of closure. Without suitable alternatives such as rail access, much of the truck transport of goods to Sea-to-Sky businesses and industries takes place at night. Delivery delays or fewer deliveries are of concern for business owners. For residents the availability and cost of products are of concern also. All of those negative effects would contribute to an increase in the cost of living for Sea-to-Sky residents.
- The number of recreation enthusiasts and tourists to the area could decline during the construction period, as they seek to avoid the construction. Sufficient reductions could lead to some decline in the economy of Sea-to-Sky communities and hence a decline in employment opportunities.

4.2.6.3 Suggested Mitigation Strategies/Legacies

The following are suggested mitigation strategies/legacies consolidated from the large stakeholder consultation sessions:

- Include in transportation planning, an individual socio-economic impact analysis focused on minimizing effects on local residents, communities, community facilities and businesses.
- Implement full public consultation, communication and complaint resolution practices in association with the planning, construction and operation of new transportation infrastructure.
- Design road infrastructure to provide opportunities for transit related infrastructure and pedestrian-related facilities.
- Develop and implement programs to ensure that individuals with disabilities have access to and between Olympic venue sites.
- If the permit system for vehicles is implemented during the Games, provide permits for residents of communities beyond the Sea-to-Sky corridor that work in municipalities along the corridor. This would allow them to travel to and from work without disruption during the Games.

4.2.7 Sports and Recreation

4.2.7.1 Positive Potential Effects

The following are positive potential sports and recreation effects consolidated from the large stakeholder consultation sessions:

- The Olympics and Paralympics would bring with them new sports facilities and improvements to existing facilities.
- Considerable opportunities are expected for both amateur and elite athletes prior to and long after the Games are over.
- Amateur sport teams would have the opportunity to be full participants and supporters of world-class events.
- There would be opportunities for sharing sports-related knowledge and management techniques.
- Vancouver, GVRD and Sea-to-Sky residents would enjoy on-going benefits of the Games through having access to elite high-performance athletes and the use of facilities that might not otherwise be constructed and improved existing facilities.

4.2.7.2 Negative Potential Effects

Concerns regarding sports and recreation are:

- There could be temporary loss of use of sports fields or existing facilities and reduced access to existing facilities.
- There may be some potential for continued under-servicing to inner-city residents who desire improved sports and recreation facilities.

4.2.7.3 Suggested Mitigation Strategies/Legacies

The following are suggested mitigation strategies/legacies consolidated from the large stakeholder consultation sessions:

- Continue consultation with the community and users to ensure that new and renovated facilities meet long-term sport, recreation and other community needs.
- Identify potential negative effects so that mitigation measures can be developed before construction of venues begins.
- Complete a fiscal analysis to avoid potential financial burden for the operation of venues by municipalities after the Games. Use an endowment fund or other fiscal instruments to ensure long-term sustainability of these venues.
- Undertake studies to maximize sports and recreation benefits to any under-serviced populations or inner city populations.
- Consider distributing surplus equipment after the Games to communities in need and developing a process to determine how the equipment should reach these communities.

5. Assessment of Potential Social Impacts of Proposed Venues

A significant component of the 2010 Games Bid is the development of new facilities and redevelopment of existing facilities to stage Olympic sports competitions and other related Olympic events.

The selection of the venues has been made with consideration of the requirements for venues that meet Olympic standards. Most of the venues are located in areas that are well serviced in terms of the physical and social infrastructure and transportation, with the exception of the Callaghan Valley, which is currently uninhabited. Extensive details of the venues can be found in the Bid Book.

Like the development of any facility, there is potential for social impacts, both positive and negative.

Social impacts related to infrastructure development such as the development of Games facilities can include the displacement of residents, displacement of community and recreation facilities, disruption of the daily lives of nearby residents, or disruption of activities at community and recreation facilities. The impacts can be experienced during construction or while the venues are used during the Games and in the years that follow.

Based on current information, no displacement of residents is expected with the construction and development of proposed new venues. The lands proposed for development of the Athletes' Village in Vancouver and the Athletes' Centre and Village in Whistler are currently government owned and do not include existing residential uses. The location of the proposed Paralympics Arena in Whistler is on undeveloped property purchased by the municipality. The speed skating oval at Simon Fraser University, the hockey arena at UBC and the curling rink at Hillcrest/Nat Bailey Stadium Park similarly will not require the taking of residential properties. New outdoor facilities in the Callaghan Valley, at Cypress Provincial Park and at Whistler/Blackcomb are in recreation areas. The preferred location of the International Broadcast Centre in Richmond also does not include residential development.

Displacement of existing recreation facilities and uses would occur at a number of the proposed venues. The Olympic competitions and events have the potential to disrupt the daily activities of any nearby residents and to disrupt the operations of the community and recreation facilities where competitions and events would be held. Other facilities located nearby may be affected as well.

Literature review, social profiles of key communities, community comment and inputs, interviews with past Games organizers and the consultants' experience in assessing social impacts contributed to this assessment of potential social impacts of proposed venues. Background information has been drawn from the Vancouver 2010 Olympic Bid Corporation's Venue Fact Sheets (May 2002) and the Strategic Environmental Assessment of Proposed Venues for 2010 Olympic Winter Games and Paralympic Winter Games Bid (Acres International Limited, April 2002, for the Vancouver 2010 Olympic Games Bid Corporation)..

5.1 Methodology

In assessing the potential social impacts of proposed venues, three time periods were considered:

Lead-up Period — Construction and Preparation

The years leading up to the Olympic Games would be a period of planning, consultation and construction. The planning and consultation began with the initiation of the bid process and would continue until 2010, should Vancouver be awarded the Games. Working groups with local representatives from areas including Vancouver's Inner City and First Nations have been established.

Ten venues would be constructed including four in Whistler and area and six in Vancouver and area (see [Table B](#), Page 62) eight other existing facilities would be renovated.

Most construction and renovation activities would be completed several years prior to the Games so that venues and facilities would be available for pre-Olympic test events and sport development. Much of the construction is slated to be completed no later than fiscal 2008. Exceptions include renovations to BC Place and GM Place that would be completed in fiscal 2009. The Athletes' Villages would go through three distinct phases: capital structures in place (Whistler -- May 2007 and Vancouver -- January 2009); fit out of Olympic amenities begins (Whistler and Vancouver -- September 2009); decommissioning of Olympic amenities (Whistler -- April 2010 and Vancouver -- March 2010). Renovations to the figure skating and short track speed skating venue would be completed at least a year before the Games. The Athletes' Centre in Whistler would be available to house contract staff and athletes in training prior to the Games.

Construction plans would be designed to minimize the disruptions to current users and adjacent users. Consultation is underway with user groups to assist in the development of these plans.

"Olympic overlay" requirements that are temporary facilities would begin to be installed six to eight months prior to February 2010 and would continue up to the start of the Games.

During the Games

The 2010 Games would take place over 17 days and the Paralympic Winter Games would follow two weeks later for ten days. The Olympic Games would be held primarily in the Vancouver and Whistler areas. The Paralympic Winter Games would be hosted entirely in Whistler, with the exception of the opening ceremonies planned for BC Place stadium in Vancouver.

The sports competitions that would take place at the 2010 Games and the proposed venues and other facilities are identified in [Table B](#).

The athletes competing in the Vancouver area would be housed in an Athletes' Village to be developed in Southeast False Creek. Accommodation for those competing in the Whistler area and the Paralympic Winter Games would be provided at an Athletes' Village to be developed in Whistler. Associated facilities include the main press centre at the Vancouver Trade and Convention Centre and an International Broadcast Centre that may be located in the proposed Richmond Trade and Exhibition Centre in Richmond and a media sub-centre at the Whistler Convention Centre. BC Place would be the site of the opening, closing and medal recognition ceremonies.

5.2 Venues, Impacts & Mitigation

Table B

Vancouver 2010 Olympic Winter Games and Paralympic Winter Games Proposed Venues

Locations	New Venues	Existing Venues
Whistler: Outdoor Venues	Whistler Nordic Centre in Callaghan Valley - Nordic Combined, Biathlon, Cross-Country Skiing, Ski Jumping; Paralympic Cross-Country Skiing, Biathlon Whistler Sliding Centre - Blackcomb - Bobsleigh/ Skeleton/Luge	Whistler Mountain - Alpine Skiing, Speed Events; Paralympic Skiing, Speed Blackcomb Mountain - Alpine Skiing, Technical Events, Paralympic Skiing, Technical Events
Indoor Venues	Athletes' Village in Callaghan Valley; Whistler Arena - Paralympic Ice Sledge Hockey	Whistler Conference Centre - Media Sub-centre; Meadow Park Community Centre – Paralympic Wheelchair Curling
Vancouver and Area: Outdoor Venues	Cypress Provincial Park West Vancouver - Freestyle Skiing	Cypress Provincial Park West Vancouver - Snowboarding
Indoor Venues	Hillcrest/Nat Bailey Stadium Park - Curling; University of BC - Ice Hockey; Simon Fraser University - Long Track Speed Skating; Southeast False Creek - Athletes' Village; Richmond Trade and Exhibition Centre - International Broadcast Centre	BC Place - Opening/Closing and Medals Ceremonies; Hastings Park, Pacific Coliseum and Agrodome - Figure Skating, Short Track Speed Skating; GM Place - Hockey Vancouver Trade and Convention Centre - Main Press Centre

Existing arenas in Vancouver are proposed for training venues for figure skating, short track speed skating, ice hockey, and curling. Renovations would be required to bring the ice surfaces up to international size.

A conceptual plan has been developed for a program aimed at stimulating development of community facilities across the province. Funding would be provided for local community projects that "enhance local sport, cultural and economic facilities and contribute to community sustainability"¹¹. Some facilities may be used as Olympic Regional Centres, gathering points in a community for the Olympics' sports and cultural program.

Approximately 4,000 athletes and officials from around the world are estimated to participate in the 2010 Olympics. 10,000 media and 3,000 sponsors and VIPs are expected to attend. 18,000 volunteers would be recruited. People attending the Paralympic Games include 700 athletes and 1,000 team officials, 1,300 media and 5,000 to 8,000 volunteers.

Approximately 42,000 people (spectators, media, IOC, officials, volunteers) would be moved within the Whistler area each day during the Games and 195,000 people to venues in Vancouver and area¹². Movement of people to and between venues has been designed for use of public transit to encourage sustainable use of transit.

¹¹ Vancouver 2010 Bid Corporation, Venue Fact Sheets, May 2002, pg. 19.

¹² Acres International Limited, Strategic Environmental Assessment of Proposed Venues for 2010 Olympic Winter Games and Paralympic Winter Games Bid, Final Report, April 2002. Pg. 1 - 4.

Highway 99 linking Vancouver and Whistler would be restricted to vehicles with a permit — Olympic and Paralympic vehicles and those of area residents — only during the peak hours of the Olympic Winter Games and Paralympic Winter Games. Games spectators traveling between Whistler and the Whistler Nordic Centre in Callaghan Valley would do so via public transit. Most spectators and day skiers would travel to and from Whistler by bus.

The Legacy Period

After the Olympic Games, temporary structures would be decommissioned. Other venues will be modified to their post-Olympic mode to accommodate long-term community needs and uses.

Following the Games, facilities would be available for public use, sport development and international competitions such as World Cups. There would be enhanced sports and recreational facilities for the community including Olympic-level facilities that would otherwise not be built.

Athletes' villages in both Whistler and Vancouver would provide legacies of affordable housing that would contribute towards addressing significant shortages of such housing in both municipalities.

5.2.1 2010 Games Venues

5.2.1.1 Potential Positive Impacts

- The planning and organizing stages associated with the 2010 Games have the potential to create institutional and capacity building opportunities.
- The process of bidding for the Games can bring people together and provide opportunities for individuals and organizations to address some existing problems such as affordable housing and homelessness.
- A land trust would be established in Whistler.
- For the Resort Municipality of Whistler, an endowment fund will be established for future operation of the Sliding Centre and Nordic Centre, under the administration of a non-profit legacy society.
- An endowment fund for the operation of the Vancouver Speed Skating Oval will also be established.
- Wherever possible existing facilities would be used, with redevelopment or improvements to upgrade facilities to the requirements and standards for the Olympics.
- Transportation upgrades and improvements undertaken to support the Games would continue to benefit the Vancouver and Whistler areas for many years.
- Several of the proposed Olympic facilities would provide outreach opportunities in sport in the long term — for example, the Athletes' Centre proposed for Whistler would allow on-going training and accommodation for athletes, including those from less developed nations with poor access to winter sport facilities.

5.2.1.2 Enhancement Strategies

- The establishment of the land bank and construction of affordable rental accommodation would help alleviate Whistler's existing chronic employee and affordable housing shortage.

5.2.2 BC Place, Vancouver

BC Place is the proposed venue for the opening and closing ceremonies for the Olympics and opening ceremonies for the Paralympics as well as the medal ceremonies for the Olympics. BC Place is located in downtown Vancouver and is situated between Expo and Pacific Boulevards, north of False Creek.

Uses in the vicinity of BC Place are typical of downtown locations in large urban centres and include office and retail uses, restaurants and theatres and some residential developments.

BC Place is a large stadium with seating capacity of 55,373. Current uses include trade and consumer shows, sporting events and concerts. The stadium is accessible by Sky Train (LRT) and bus transit and parking is available nearby for up to 25,000 vehicles¹³. BC Place is located within walking distance of the many hotels in downtown Vancouver.

To ready this venue for the Olympic Games, some interior renovations would be carried out such as accessibility upgrades.

During the Games, BC Place would be the busiest venue of the Olympics, with 17 events proposed to be staged there. The greatest numbers of spectators are anticipated to gather there for the duration of the Games.

5.2.2 Potential Impacts

- Renovations to BC Place would be planned and carried out in a manner to minimize disruption to uses in the building prior to the Games. Hence while there may be some disruption to activities, the impacts would be limited.
- Renovations to BC Place would occur inside the building, therefore disruption to nearby uses would be nil or negligible.
- The activities planned for BC Place would occur inside the building. The difference would be the large crowds on a steady basis for the duration of the Olympics and the increased security at the building and in the area. The crowds and security could disrupt or restrict the daily activities of those working and living in the area. For most, this is expected to be a temporary nuisance. (See Section 2.2.3.1 for the assessment of potential impacts related to security). Temporary facilities such as tents would be set up in the parking lots to accommodate security, communication and event management.
- Activities that normally might be held at BC Place during the Olympic Games would be rescheduled or held elsewhere.

¹³ www.bcplacestadium.com

- Following the Games, the usual activities would return to BC Place and therefore no post-Games impacts are anticipated.

5.2.3 GM Place, Vancouver

GM Place, the proposed primary ice hockey venue, is located in downtown Vancouver and is situated between Expo and Pacific Boulevards, north of False Creek. Uses in the vicinity of GM Place are typical of downtown locations in large urban centres and include office and retail uses, restaurants and theatres and some residential developments.

GM Place is the current home of the Vancouver Canucks and the Vancouver Ravens. Major sporting and entertainment events are held there. The current seating capacity is about 18,000.

GM Place is immediately accessible by Sky Train (LRT) and bus transit. Considerable parking is available nearby and the venue is within walking distance of the many hotels in downtown Vancouver.

In preparation for the Olympic Games, the ice surface would be temporarily widened and lengthened to international competition size. Three rows of seats would be removed, resulting in the seating capacity being reduced to 17,832.

5.2.3.1 Potential Impacts

- Renovations to GM Place would be internal and would not affect nearby uses or activities.
- Renovation activities would be planned to minimize disruption of the normal events held at GM Place, but could interfere with regular uses on a temporary basis.
- Disruption of the normal use of this facility is anticipated to be minimal — notice of the use of this venue for the ice hockey competitions should be more than adequate to permit rescheduling or relocation of usual activities at GM Place.
- Modifications to GM Place ice surface will mean that additional international ice hockey competitions could be held there in the future.
- Post-Games activities would continue to be similar to pre-Game activities and no long-term social impacts are anticipated.

5.2.4 Pacific Coliseum and Agrodome, Hastings Park, Vancouver

The Pacific Coliseum, located in the northeast section of Hastings Park, is the proposed site of the 2010 Games figure skating and short track speed skating competitions. Hastings Park is located in the Hastings Sunrise neighbourhood of Vancouver.

Hastings Park is home to: the Pacific National Exhibition that runs for several weeks at the end of each summer; Playland, an amusement park that operates daily from mid-June to early September and on weekends from late April to mid-June and again in September; and Hastings Park Racetrack, that generally operates between April and November each year.

Over the years, Hastings Park has lost its park character with the development of buildings and parking lots for the many facilities. However, the park has recently undergone restoration with an aim to restore some of its park use. A sanctuary with natural landscaping was completed in 1999 and the Italian Gardens were completed in 2000. Sports fields have been developed on Empire Fields¹⁴.

The Coliseum is currently used for sport competitions, commercial activities and community recreation. The seating capacity is 15,700 and there is on-site parking for about 3,500 vehicles. The City's future plans for the Park see the Coliseum being used for live entertainment and trade and consumer shows.

For the 2010 Games, the ice arena at the Pacific Coliseum would be enlarged to international competition size and associated facilities would be upgraded. Seating would be improved but seating capacity would be reduced to about 15,000 due to the larger ice surface. Other support facilities would be required including offices, meeting rooms, media and protocol services and lounges. These facilities may be located in a new permanent structure that would be available for community use following the Games.

The Agrodome will be upgraded to improve and expand the ice surface, remove seating and improve the dressing rooms as well as the mechanical, electrical and refrigeration systems, thus adding to the sport and community legacy.

There would also be some temporary fit-out disruption — that is, tents and other structures for event management.

5.2.4.1 Potential Impacts

- Most of the renovation activities would take place inside the Pacific Coliseum and consequently little disruption is anticipated for activities elsewhere in Hastings Park.
- Until further plans are determined regarding the possible new structure for support facilities, potential social impacts cannot be assessed. Some disruption of activities in the Park and surrounding residential areas could occur during construction of this structure.
- During the 2010 Games, the activities and number of people attending would be similar to other events typically staged at the Pacific Coliseum. Spectators would be encouraged to use public transit to reach the Coliseum so the potential for traffic and parking-related disruption to nearby residential and community and recreation should be minimized.
- Following the Games, the facility would be accessible for training primarily for community focused: special events, minor sports, community groups, etc. Scheduling should consider requirements of local residents to ensure that sufficient and suitable time remains available for community use.

5.2.4.2 Mitigation Measure

- Ensure consultation with neighbourhood regarding construction scheduling and long-term use of facilities.

¹⁴ <http://www.pne.bc.ca>

5.2.5 New Hockey Arena, University of British Columbia, Vancouver

A secondary ice hockey venue is proposed at UBC's Thunderbird Winter Sports Complex. The Complex would be replaced with a new competition arena with seating capacity of 5,500. This new building would be larger than the existing facility and would extend into the adjacent parking lot. In addition to an international competition arena, associated facilities would include such amenities as multi-purpose fitness facilities and sports science laboratories as an ongoing academic legacy.

The existing complex has four rinks, of which two would be replaced or converted. There are also six racquetball and squash courts, a sports shop, a bar/restaurant and banquet room. The banquet room is used as a bar in the summer. The Thunderbird Winter Sports Complex serves both the University population as well as the broader community. Varsity student groups use the Complex for minor hockey and intramural sports. A hockey school is offered at the Complex during July and August¹⁵.

5.2.5.1 Potential Impacts

- During capital construction there would be temporary the loss for one winter season of current recreational uses at the Complex. Provisions have been made for the rental of alternative locations to accommodate uses at the Complex.
- Some users would be affected through temporary loss of the Complex's facilities or issues related to the accessibility of any short-term alternatives.
- Those living on campus and those engaged in activities in surrounding buildings could experience typical construction impacts such as noise, dust, visual intrusion or access challenges. However, the Complex is not immediately adjacent to residences.
- University would typically be in session during part of the Games — reading week generally occurs towards the middle part of February. During some past winter Olympics, universities in host cities have adjusted the academic year so that classes are not held during the Games. It is not known whether UBC would take such an approach.
- Student residents would be impacted by increased traffic and noise in addition to the previously noted need to access other recreation facilities during construction. During the Games, traffic patterns will be affected, as there will be designated routes for Olympic and non-Olympic traffic so students may have to select alternate routes for access and egress. Actual residences will not be impacted.
- Following the Games, the new arena would provide improved recreation facilities on campus. Depending on the changes, however, some current uses and facilities may be lost permanently.
- Ongoing access to this new facility is intended for high performance athletes, providing a long-term legacy for sport development. The legacy of this facility would also depend in part on the extent to which the facilities remain available for use by the campus community and the broader community.

¹⁵ Pat Logan, Manager, Thunderbird Winter Sports Complex. Personal communication, August 6, 2002.

5.2.5.2 Mitigation Measures

- The project budget for construction of the new facility includes an allowance to rent alternate space to accommodate some uses that would temporarily be disrupted.
- Best practices are expected to be followed and appropriate mitigation measures implemented during construction to minimize possible disruption to those living on campus and those engaged in activities in surrounding buildings.
- Dialogue with students and academic and non-academic staff should occur to consider the needs of those who live, study and work on campus.

5.2.6 Hillcrest Park/Nat Bailey Stadium, Vancouver

A new community centre that would host curling during the Games is proposed for the south side of the Hillcrest Park/Nat Bailey Stadium. The centre would utilize temporary seating during the Olympics and then be converted to a permanent community centre including arena, gymnasium, multi-purpose room and curling sheets.

The Park, located in the Riley Park/Little Mountain neighbourhood, currently includes soccer and baseball playing fields in addition to the Nat Bailey stadium. The existing curling rink and community centre, which are old and need upgrading, have been home to the Vancouver Curling Club for more than 50 years.

Soccer fields and baseball diamonds have been redeveloped recently, bringing Hillcrest Park back to a top-quality recreational sports park. This redevelopment has helped reduce booking and scheduling limitations for baseball and soccer within the City.

Nearby uses include Queen Elizabeth Park (known as Little Mountain), Riley Park Community Centre, Nat Bailey Stadium, Vancouver Racquets Club and an existing curling club. Queen Elizabeth Park includes Bloedel Conservatory, a restaurant, Queen Elizabeth Pitch and Putt Golf, tennis courts, display gardens and an arboretum. Queen Elizabeth Park is a popular tourist attraction and receives almost 6 million visitors a year¹⁶. Nat Bailey Stadium is home to a popular minor league professional baseball team.

A minimum of five international-sized curling sheets and associated facilities would be constructed along with temporary spectator seating for 6,000 that would be used for the Games. Following the Games, the Curling Club would prefer 10 to 12 domestic-sized ice sheets.

Nat Bailey Stadium and the stadium infield would house temporary facilities including a broadcast and logistics compound, a press sub-centre and lounges for volunteers. The outfield, but not the infield, will be affected on a temporary basis and returned to its original condition or replaced with new turf. The existing parking lot at the Stadium would be used for shuttles and buses associated with the Games. After the Games, the existing rink would be demolished and the area returned to green space.

During construction of the curling rink, part of the parking/access and green space in the Park could be lost. The site chosen would not impact soccer or baseball facilities nor existing ice rink, community

¹⁶ <http://www.city.vancouver.bc.ca/parks/parks&gardens/qepark.htm>.

centre and curling rink that would be de-commissioned after the Olympics to avoid disruption. If the existing curling rink is removed after the Games, the green space fields would be restored.

5.2.6.1 Potential Impacts

- Construction activities could create nuisances such as noise, dust and visual intrusion. Any disruption would be temporary, although it could occur prior to the Games and after the Games if the existing curling rink is removed.
- The Games would bring more people than usual to this park. Most will come via shuttle bus or public transit. This area is experienced in receiving large numbers of people, given the significant numbers of visitors drawn annually to Queen Elizabeth Park.
- Security measures could disrupt or place restrictions on daily activities of those living in the neighbourhood and the operation of Queen Elizabeth Park. For most, this is expected to be a temporary nuisance. See Section 2.2.3.1 for the assessment of potential impacts related to security.
- After the Games, the new community facilities would provide a legacy for community recreation and development of the sport of curling. The new facility would be a modern, efficient replacement for three existing, older buildings. No negative social impacts are anticipated based on the information currently available.

5.2.6.2 Mitigation Measures

- Best practices are expected to be followed and appropriate mitigation measures implemented during construction to minimize any disruption.
- Dialogue between nearby residents and other athletic/community centres and the City of Vancouver should occur to ensure that security restrictions are well known and that specific requirements of residents, facilities and the operation of Queen Elizabeth Park are considered in the development of security plans.

5.2.7 Athletes' Village, Southeast False Creek, Vancouver

An Athletes' Village that would house up to 3,000 athletes and team officials is proposed on the Southeast False Creek lands owned by the City of Vancouver. The Village would include other associated amenities for the Games including restaurants and training facilities. Some of the facilities would be permanent and others temporary.

At least part of the development is intended to be permanent, affordable housing (non-market). In the long term, market housing, office and shopping venues and parks would also be developed in this area.

Development of Southeast False Creek would be the final project completing the renewal of False Creek lands that began in the 1970s. The City's overall vision for this area would guide the development as a model sustainable community.

Much of the area has been redeveloped already with residential housing and parks replacing industrial development. There are still some important commercial and industrial properties within the area.

5.2.7.1 Potential Impacts

- During construction, some disruption is possible to nearby residents and community and waterfront recreation areas. Any such disruption is not anticipated to differ from that normally associated with similar construction activities, and would be temporary.
- The Athletes' Village is not expected to cause disruption for nearby residents or community or recreation facilities during the Games.
- Security measures could disrupt or place restrictions on the daily activities of those working and living or using community and recreation facilities in the area. For most, this is expected to be a temporary nuisance.
- Following the Games, additional construction would occur as temporary facilities are removed and lands further developed. This area is slated for development, so construction would not differ from construction that would have occurred even without the Games.
- Assuming that affordable housing would be provided as proposed for this location following the Games, the development of this venue would leave a legacy of increasing availability of affordable housing in the City of Vancouver.

5.2.7.2 Mitigation Measures

- Best practices and appropriate mitigation measures are expected to be implemented during construction.
- Consultation with local residents is essential with regards to planning, construction scheduling and Games security procedures.

5.2.8 Speed Skating Oval, Simon Fraser University, Burnaby

A long track speed skating oval is proposed on the Simon Fraser University campus in Burnaby. The new speed skating oval would have less than 2,000 permanent seats but during the Games would have temporary seating for 8,000. Support space for classrooms, offices, lounge, public areas, media services, dressing and training rooms would be constructed. Parking for about 300 vehicles would be required.

Although the specifics have not yet been determined, the intent is to develop a multi-purpose facility that would offer both summer and winter sporting opportunities. Possibilities include facilities for athletics, soccer, field hockey, volleyball, trade shows or auctions. In the long term, the venue would offer ice and novice sport training opportunities for both competition and recreation purposes. The facility would also feature the first full-size indoor running track in the Vancouver area.

The proposed location of the facility is an undeveloped area on the Simon Fraser University Burnaby campus that has been used for storage of excavation material from past campus construction activities.

5.2.8.1 Potential Impacts

- The construction of the speed skating oval could disrupt activities within adjacent uses through noise, dust or visual intrusion.
- The use of this venue during the Games would be indoors, therefore the activities of nearby uses, such as the existing gymnasium and running track would not likely be disrupted unless access is restricted or prohibited as part of security plans.
- Simon Fraser University would normally be in session during part of the Games — reading week generally occurs during the latter part of February. During some past winter Olympics, universities have adjusted the academic year so that classes are not held during the Games. It is not known whether Simon Fraser University would take such an approach. Should the university remain in session during part of the Games, activities of students and university staff could be disrupted by security measures and transportation plans.
- Following the Games, no negative social impacts are anticipated in association with this facility. The speed skating oval would provide a new venue for campus sports and recreation and ice sport training opportunities for both competition and recreation purposes.

5.2.8.2 Mitigation Measures

- To minimize potential disruption during construction, best practices and appropriate mitigation measures are expected to be implemented.
- Dialogue with students and academic and non-academic staff should be planned to consider the needs of those who live, study and work on campus.
- Plans for security and transportation management for this venue should take into account access requirements of off-campus students (about 95% live off campus¹⁷), as well as those who live on campus and University's staff.

5.2.9 International Broadcast Centre, Richmond Trade and Exhibition Centre, Richmond

Consideration is being given to locating the International Broadcast Centre in the proposed Richmond Trade and Exhibition Centre in the City of Richmond. The International Broadcast Centre would house more than 5,000 broadcasters. The Richmond Trade and Exhibition Centre would be needed for eight months — for construction of the broadcast facilities, installation of broadcast equipment and operation during the Games.

¹⁷ Simon Fraser University, SFU Facts, <http://www.sfu.ca>

A site located near the Vancouver International Airport and adjacent to the Richmond City Centre is being considered for the Richmond Trade and Exhibition Centre. The site offers good transportation access and links to downtown Vancouver, the airport, and other Lower Mainland locations. An important consideration for the Broadcast Centre is close proximity to many hotel rooms. There are currently close to 4,500 hotel rooms near the suggested site. Ample parking — about 1,000 parking spaces — is another important requirement.

5.2.9.1 Potential Impacts

- It is assumed that construction required for the International Broadcast Centre would take place inside the Richmond Trade and Exhibition Centre and thus little or no disruption would be anticipated for nearby uses.
- During the Olympic Games, the large number of people at the International Broadcast Centre would be similar to the numbers who would attend other events and activities at the Trade and Exhibition Centre.
- Following the Games, the Trade and Exhibition Centre would provide a new regional focus for recreation, high technology, business, education and trade. Based on information available, no negative social impacts would be associated with the facility after the Games.

5.2.10 Freestyle, Snowboard, Black Mountain, Cypress Provincial Park, West Vancouver

Freestyle skiing and snowboarding competitions are proposed for Black Mountain in Cypress Provincial Park. This venue would include existing and new facilities, parking areas, drop-off areas and general spectator seating areas. New ski terrain would be developed and existing ski terrain recontoured. A chair lift would be added and a parkade constructed to replace parking spaces that would be lost through development of the freestyle skiing venue.

The snowboarding venue would include construction of a half-pipe course and a parallel giant slalom course. The latter would be constructed on an existing ski run. After the Games, the snowboarding venue would be restored to its existing use as a ski run.

The freestyle skiing venue would include development of a new moguls course and a new aerials course.

Approximately 12,000 people would be accommodated at the viewing area at the aerials and moguls competition sites and 12,000 people at the half-pipe and parallel giant slalom competition site. Temporary seating for 8,000 to 10,000 people would be provided at each venue.

5.2.10.1 Potential Impacts

- Construction activities are anticipated to occur during the summer and therefore impacts on winter recreation uses in the Park would be negligible to nil. Some minor disruption could occur to summer recreation uses such as hiking in the vicinity of the competition sites.

- The existing run that would be used for the snowboarding venue would not be available for public use in the period leading up to the Games and during the Games.
- During the Games, it is expected that use of Black Mountain and Cypress Provincial Park by the public for recreational sports would be reduced or halted while these venues are used during the Games. Those who might normally come to the park for winter sports would likely either postpone coming until after the Games or find alternative locations during the Olympics.
- Following the Games, the freestyle venue would be used for national and international events and for developing and training high-performance athletes.

5.2.11 Media Sub Centre, Whistler Convention Centre, Whistler

The Whistler Convention Centre is the proposed satellite media /hospitality centre during the Olympic Games. The Convention Centre is located in Whistler Village and is used for conferences, meetings and workshops.

The Centre has a capacity of up to 1,600 people. Significant renovations would be undertaken to the Convention Centre to increase the building's capacity.

The uses of buildings surrounding the Convention Centre are currently commercial, retail, hotel and restaurant.

5.2.11.1 Potential Impacts

- Renovations may result in some rescheduling or postponing of conferences or meetings and other events.
- Most of the renovations would take place in the interior of the building, therefore disruption to surrounding uses would likely be negligible.
- Use of the Convention Centre during the Games may result in some rescheduling or postponing of conferences or meetings or events.
- During the Olympics and Paralympics the use of the Centre as a media/hospitality centre is not expected to cause major disruption to daily activities of nearby residents or community or recreation facilities. However, added security measures could temporarily curtail day-to-day activities of nearby residents or operations of nearby community and recreation facilities (e.g. the theatre).
- Following the Games, the Convention Centre would continue with its normal uses and no negative social effects are anticipated in the long term.

5.2.12 Athletes' Village, Callaghan Valley, Whistler

An Athletes' Centre that would include 216 rooms, dining and training areas is proposed near Whistler in undeveloped area. The Centre would be available for athletes' training and would also provide

support for future World Cups for the many sports facilities being developed in the area for the Olympic Games.

The proposed Athletes' Village would provide accommodation for up to 2,000 athletes and team officials during the Olympics and 1,500 during the Paralympics. The temporary development would offer services and amenities such as a restaurant, polyclinic, convenience store and post office and parking for up to 400 vehicles.

Both temporary facilities and permanent accommodation would be constructed. Temporary facilities would be removed after the Games. Any remaining permanent accommodation would be used as non-market housing for Whistler residents following the Games. The venue would be part of the new Land Bank of the Resort Municipality of Whistler, established to provide affordable rental housing.

The proposed location at this time is a site at the entrance to the Callaghan Valley.

5.2.12.1 Potential Impacts

- With no significant nearby residential development or recreation facilities in the vicinity of the proposed location, no disruption from construction activities, including the removal of temporary/modular facilities after the Games, or the use of the Athlete's Centre and Village during the Games is anticipated.
- Following the Games, the Athletes' Centre would be used in the long term for athlete training.
- The Athletes' Village would provide a legacy of affordable rental housing for Whistler residents, contributing towards a long-term solution to Whistler's chronic shortage of affordable housing.

5.2.12.2 Mitigation Measures

- Community consultation was a part of the development of this proposal for the Athletes' Centre and Village. The Land Bank of the Resort Municipality of Whistler and proposed affordable housing legacy are outcomes of this consultation.
- Consultation with the community should be continued to ensure plans would meet community needs in the long term.
- Potential social impacts should be reviewed once a site is finalized for the Athletes' Centre and Village in Whistler.

5.2.13 Paralympic Arena, Whistler

A new competition and practice arena with a seating capacity of 3,500 is proposed for Whistler for the Paralympic Games' ice sledge hockey on municipal property located in the Village North that was purchased for a multi-purpose facility. The Paralympic Arena is proposed, in the long term, to meet a variety of community, convention business and sports needs. Seniors housing may also be incorporated in the development.

5.2.13.1 Potential Impacts

- Normal construction activities have the potential to generate some disruption, albeit temporary, to any nearby residents and community or recreation facilities.
- Based on current information, it is not expected that use of the Paralympic Arena during the Paralympic Games would disrupt the daily activities of any nearby residents or community or recreation facilities. Exceptions could be possible traffic issues, depending on the location of the Arena, and restrictions to movement of individuals for security purposes.
- Following the Games, the Paralympic Arena would provide a sports facility for community use and sport development. No negative social impacts over the long term are anticipated, based on the information available at this time.

5.2.13.2 Mitigation Measures

- Best practices and mitigation measures are expected to be implemented to minimize potential impacts during construction.
- Consultation should be undertaken with the community to assist in the development of the plans and to provide information to residents and businesses.
- Potential social impacts should be reviewed once a site is identified for the Paralympics Arena.

5.2.14 Alpine Venues, Whistler and Blackcomb Mountains, Whistler

Alpine skiing competitions for the Olympic and Paralympic Games would be centred at Whistler, with speed events —downhill, super-G, combined downhill — on Whistler Mountain and the technical events — Giant Slalom, slalom and combined slalom — on Blackcomb Mountain. Paralympic alpine events would occur on the same venues.

On Whistler Mountain, an existing run would be used for each of the Women's Downhill course and the Men's Downhill course. Course work would be required for the Women's Downhill course. New safety equipment would be required for both and a new snowmaking system would be needed for the Women's Downhill. An upgrade to the existing snowmaking system and a chair lift would be required at the Men's Downhill course.

At Blackcomb Mountain, the alpine technical events would take place on an existing course. The competition course would require an upgrade to its existing snowmaking facility and the lower training area would require additional work. New safety equipment would be installed on the competition courses. Separate training, warm-up and ski testing areas would be developed.

Temporary viewing stands would be installed for approximately 10,000 people at both the Whistler and Blackcomb Mountain venues. Other temporary structures would be built for IOC and athlete support (athletes' compound, team waxing cabins), hospitality, security, event and venue management,

volunteer and spectator access and media operations (broadcast and telecom compounds, press sub-centre).

The construction of temporary infrastructure on the Mountains, both at Creekside and Base Two on Blackcomb will involve some earth moving and construction of concrete footings in the summer preceding the Games. Similar work has occurred in the past as the Mountains undertake improvements to their base areas.

In fall of 2009, the erection of scaffolding will take place on previously placed footings. The duration of this work will vary as Base Two will have more bleachers than Creekside and will take longer. In the New Year, shortly after the Christmas holidays, all temporary structures will be installed at both locations, within the day lots as well as the publicly accessible areas around the ski bases. This will cause some level of inconvenience to the public and adjacent residents.

At Feb 1 residents should expect a “lock down” which will extend for the duration of the Games. There will obviously be significant access restrictions at that time. There will be significantly less access restrictions during the Paralympics as some areas will be able to be converted back to their normal use.

5.2.14.1 Potential Impacts

- Construction activities for course improvements are expected to occur primarily during the summer and should not disrupt the use of nearby runs on either Whistler or Blackcomb Mountain.
- Erection of Olympic overlay would disrupt residents and regular users immediately before, during and immediately after the event.
- Because existing runs would be used for the Alpine competitions, these runs would not be available for public use in the period leading up to the Games or during the Games. The use of Blackcomb and Whistler Mountains by the public for recreational sports may be reduced when these venues are in use during the Games. Those who might normally come to these locations for winter sports may either postpone their arrival until after the Games or find alternative locations during the Olympics.
- The upgraded Alpine courses at Blackcomb and Whistler Mountains would be used, as they are now, for national and international competitions after the Games. Little or no change to existing operations at Whistler or Blackcomb Mountain is expected following the Games and hence, no long-term social impacts are anticipated.

5.2.14.2 Mitigation Measure

- Best practices are expected to be followed to minimize potential impacts during construction.

5.2.15 Whistler Sliding Centre, Blackcomb Mountain, Whistler

The bobsleigh, skeleton and luge track is proposed for Blackcomb Mountain in Whistler. This new permanent facility would be located adjacent to Blackcomb Base II.

Construction would include land preparation, road and parking lot improvements and track and refrigeration plant construction. Support facilities to be built include the start and finish structure, timekeeping and signal booths, first aid centre, media centre, bobsleigh shelter and open-air warm-up area for the athletes. A paved service road would be constructed.

The track is planned for completion two seasons prior to the Games, allowing for its use in test events and training prior to the 2010 Games. After the Games, the track would be used for national and international events for these sliding sports. As one of the few facilities of this nature in North America, this proposed facility would support the development of these sports in British Columbia and Canada and provide opportunities for international training. Tourist use is also proposed for revenue generation and consideration is being given to allowing public access to the track to provide exposure for sliding sports in the area.

5.2.15.1 Potential Impacts

- Since construction would be undertaken primarily during the summer, disruption to existing recreational uses at Blackcomb Mountain would likely be negligible to nil.
- As mentioned in 5.2.14, the use of Blackcomb Mountain by the public for recreational sports may be reduced or halted during the Games. Those who might normally come to Blackcomb Mountain for winter sports would likely either postpone their visit until after the Games or find an alternative location during the Olympics.
- After the Games, the track would provide the legacy of a new winter sport facility for athletes, tourists and area residents. No long-term negative social impacts are anticipated, based on the information available.

5.2.15.2 Mitigation Measure

- Best practices are expected to be implemented to minimize potential impacts during construction.

5.2.16 Whistler Nordic Centre, Callaghan Valley, Whistler

The cross-country skiing, biathlon, ski jumping Nordic combined events would be held at a new venue proposed at a site in Callaghan Valley, approximately 12 kilometres west of Whistler.

For the cross-country skiing venue, competitive and recreational trails would be constructed, along with ski wax testing areas and temporary facilities for the public, athletes, media and IOC officials. Similar facilities would be developed for the biathlon competitions along with a stadium and shooting range, both which would be downsized following the Games. Capacity of the stadium and along the

competition course would be 15,000 during the Games and reduced to 7,000 during the Paralympic Games. Permanent hills would be developed for the ski jumping venue, along with temporary facilities for the public, athletes, media, officials and VIPs.

Five parking areas would be required. Small parking areas adjacent to the venues would serve as drop-off points for buses. The buses would park at three larger parking areas.

The existing gravel road into the area would be paved and a third climbing lane would be added in one section.

Between 15,000 and 20,000 visitors are anticipated at the Nordic Centre venues on a daily basis during the Games.

Callaghan Valley is currently a forested area with a gravel road that runs through much of the bottom of the Valley. With the exception of this road and some summer and winter recreation trails, there is no built development in this location. Logging and mining activities have occurred in this area.

Callaghan Valley is currently overlapping and shared traditional territories of two First Nations — Lil'wat and Squamish Nations.

Recreational uses in the Valley include hiking, mountain biking, camping and picnicking, snowmobiling and cross-country ski touring. The area is valuable as a backcountry destination for snowmobiling, ski touring and hiking. Several commercial recreation businesses operate in the Valley.

5.2.16.1 Potential Impacts

- Other than the above, there are no recreational uses in close proximity of the site proposed for the Nordic Centre. Consequently disruption from construction activities for this venue is not anticipated. The proposed construction for the access road through the Valley could cause temporary delays for those traveling to and from the Valley.
- With no existing recreational uses located near the Nordic Centre site, the activities at the Centre's venues during the Games are not anticipated to disrupt other nearby recreational activities.
- During the Games, security requirements could disrupt or place restrictions on those coming to the area for winter recreational activities and could have implications for the operations of the recreation businesses in the Valley.
- The addition of the Nordic facilities to the Callaghan Valley would likely be seen as a benefit for those who participate in these winter activities. After the Games, the facilities would be available for use by the public, visitors to the area and high performance athletes.
- With the upgrading of the road and addition of the Nordic facilities, this area would be more accessible and would likely become more popular for recreational pursuits year round.
- Current access to Callaghan Valley has limited recreational use in the area and in so doing, has contributed to the value of the area for backcountry recreation activities. Increased recreational use could detract from the wilderness recreation experience and could also add to the current conflicts between existing users.

5.2.16.2 Mitigation Measures

- In the development of security plans, consideration should be given to the needs of all users in the area, including commercial recreation businesses.
- In planning for this venue, implications for current conflicts and for the wilderness experience offered by Callaghan Valley should be considered.
- Consultation with First Nations is essential.
- Legacies should be oriented to employment for First Nations.

6. Recommendations

Based on information obtained from the literature review, interviews, community social profiles and stakeholder participation sessions, as well as the consultants' observations, recommendations for mitigation measures, enhancement strategies and legacy development for the 2010 Games are presented.

Many recommendations fall outside the jurisdiction or influence of the Bid Corporation and the Organizing Committee of the Olympic Games (OCOG), but are included as they are relevant to reducing the impact of the Games or mitigating existing situations. Recommendations of this nature belong to senior governments, regions and municipalities. For action in these areas, an appropriate governance group representing Games Partners (two senior governments and two municipalities) and stakeholders would need to take responsibility.

The Role Of Legacies In Mitigating And Enhancing Potential Social Impacts

Legacies can provide lasting value and resources to the host communities. Traditionally, Olympic and Paralympic Games have left legacies that are facility based. For example, sports venues that are retained for future use. The legacies for the community may include the opportunity for residents to participate in new sports for which facilities previously did not exist. The conversion of athletes' and media housing and facilities to market and non-market housing is also now a typical legacy of the Games. A complete listing of the proposed legacies is indicated in Table C, below:

Stakeholder participation sessions identified numerous benefits, concerns and wishes for legacies and improvements. Some of the expressed concerns are not Games specific, but underlie existing pressures and directions in the communities. In some cases, the identified concerns are supported by the literature review and interviews with representatives of previous host Games. In others, concerns and wishes are unique to the 2010 Games.

Table C

Venue	Location	Proposed Legacies
Aboriginal Legacy	To be determined with First Nations (Whistler)	\$6.5 million towards aboriginal housing. Also includes shared ownership of new venues in Callaghan, land bank, training funds and economic development opportunities.
Alpine, Freestyle & Snowboarding Venues	Whistler/Blackcomb Mountain, Resort of Whistler, Cypress Provincial Park, West Vancouver	To be used post-Games for World Cup, NorAm, FIS, Canadian & Paralympics events. Premiere mogul run at Cypress Bowl & venue for freestyle ski training & competition. Alpine freestyle and snowboarding sites to be used for national and international competitions. Venues to allow for enhanced sport development opportunities.
Athletes Centre - Whistler	New – Whistler Land bank contributed by the Province	Housing to facilitate athlete development and event hosting.

Venue	Location	Proposed Legacies
Athletes Village - Vancouver	<p>New - temporary and permanent facilities</p> <p>Southeast False Creek</p> <p>Model of a sustainable community development post-Games</p> <p>Within 35 minutes of venues or walking</p> <p>Land owned by Vancouver</p> <p>Currently being remediated - began in 1970's</p>	<p>Affordable housing on site.</p> <p>Legacies to be a mix of affordable and market housing, parkland, office and shopping.</p> <p>Commercial, resident development seen as beneficial.</p>
Athletes Village - Whistler	<p>New</p> <p>Land owned by Provincial Government to be transferred to Olympic Legacy</p> <p>Within 20/30 minutes of all venues in Whistler</p> <p>Whistler – a proposed land bank, location to be finalized by community</p>	<p>Land Bank of RMOW</p> <p>Creation of a community land bank long term affordable housing; will establish a land trust to address Whistlers' affordable housing crisis.</p> <p>Housing for Whistler residents and long-term athlete accommodation for training.</p> <p>Site to be only used for long-term affordable housing and related services and facilities.</p>
Bobsleigh, Skeleton & Luge Track	<p>New</p> <p>Whistler/Blackcomb Mountain, RMOW</p> <p>Land - provincially owned with long term tenure to Intrawest</p> <p>Facility – owned and managed by Legacy Society</p>	<p>Tourist use of track for economic sustainability.</p> <p>Bobsleigh, skeleton & luge track to continue to be used for national and international competition events.</p> <p>National & international athlete training.</p> <p>Creates opportunities for residents to have exposure to sliding sports.</p> <p>First Nations to participate in legacy society.</p>
Curling Venue	<p>New</p> <p>Hillcrest/ Nat Bailey Stadium Park, Vancouver</p> <p>City owned</p> <p>New rink located on south side of park</p>	<p>Additional community recreation and development of winter and summer sports, ongoing access for high performance athletes.</p> <p>Replacement of aging community centre with modern “green” buildings.</p>
Figure Skating & Short Track Speed Skating Venue	<p>Pacific Coliseum & Agrodome</p> <p>Renovations/upgrading</p> <p>Both facilities located in Hastings Park</p> <p>Owned by City of Vancouver</p> <p>Agrodome to be used as training facility</p> <p>Coliseum to be used for competition</p>	<p>Improved summer and winter sport legacies in the Pacific Coliseum and Agrodome arenas - community sports (already used).</p> <p>To be accessible to high performance athletes post-Games.</p> <p>Aim is to renovate for future needs of local community and sports associations and additional international hosting - Hastings Community Association.</p>

Venue	Location	Proposed Legacies
International Broadcast Centre	<p>New</p> <p>Richmond Trade and Exhibition Centre</p> <p>Possibly use Federal Land</p> <p>Bid Corporation is investigating alternatives including other publicly-owned lands</p>	<p>Economic legacy - part of a new business, educational and recreational focus in Downtown Richmond.</p>
Olympic Regional Centres	<p>Communities across BC</p> <p>Facilities to be community-based with existing ownership structure maintained</p>	<p>\$40 million in capital budget.</p> <p>Federal and Provincial governments to participate.</p> <p>Funds to be provided in the four years leading up to the Games.</p> <p>Long-term viability of facilities to be responsibility of communities.</p> <p>Post-Games use to include sport, community, cultural and economic uses.</p>
Opening, Closing & Medal Ceremonies	<p>Renovating/Upgrades</p> <p>BC Place, Vancouver</p> <p>Owned by a BC Crown Corporation</p>	<p>Pre and post-Games – to continue to be used for tradeshow, concerts and large indoor sporting events.</p> <p>Improvements to accessibility for persons with a disability.</p> <p>Gathering point for large community events in the Greater Vancouver area.</p>
Paralympics Arena	<p>New - Whistler</p> <p>Site selected – specific location not given</p> <p>Land owned by RMOW; acquired specifically to develop a multipurpose facility</p> <p>To be operated by RMOW or private sector firm after the Games</p>	<p>Long-term use – community sport development, recreation and additional convention facility.</p> <p>Facility intended to meet a variety of community, convention business and sporting needs.</p> <p>Community has option to meet the requirement in a different manner based on a final assessment of community needs.</p> <p>Considering inclusion of seniors housing and community space into the project.</p>
Primary Ice Hockey	<p>Renovating/Upgrades</p> <p>GM Place, Vancouver</p> <p>Owned by Orca Bay Sport, owners of Vancouver Canucks hockey club</p> <p>Building to be leased for Olympic period</p> <p>Enlarging the ice surface to international size</p> <p>Other possible modifications under study</p>	<p>Plan to modify for conversion from NHL to international sized ice surfaces for figure skating, short track and international ice hockey competition.</p> <p>Post-Games host additional international competitions due to its convertibility.</p>

Venue	Location	Proposed Legacies
Secondary Ice Hockey	New - UBC campus, Vancouver Owned by UBC	To include a legacy of summer as well as winter sports. Sports science labs and related facilities to be developed in facility for an academic legacy. Long term – new facility to improve recreational amenities on UBC campus.
Speed Skating Oval	New – Simon Fraser University Long-track oval – 400 metre track To be managed by university Located in the centre of Greater Vancouver urban area	“SFU ideally suited to contribute to both higher performance sport development as well as campus and community use of the facility”. State-of-the-art training facility for long and short track speed skating and variety of other related sports. Management to be overseen by a legacy trust organization to control endowment funding and ensure management for sport and university legacy objectives. Agreements required for post-games operating and access issues. Post-Games – ice sport training, competition and recreation facility. Infield area can offer winter and/or summer sport program applications.
Training Venues	All are public facilities - Vancouver	Facilities to be legacies for community and sport facility use pre- and post-Games.
Whistler Media Centre	Renovating/Upgrades - Whistler Convention Centre Owned by RMOW, operated under long term lease by Tourism Whistler	To serve as a support facility for media, sponsors and cultural events. Expanded facility to play a key role in economic success of the Whistler resort and contribute tourism revenues to the remainder of the Province.
Nordic Centre	New - Callaghan Valley Land owned by Province of BC To host biathlon, cross country skiing, Nordic combined and ski jumping	Cross-country trail system will accommodate all levels of skier ability from recreational to high performance. Access improvements will increase overall activity in the Valley, which is currently valued as a backcountry recreational destination. Site has been impacted by logging and mining activity and if developed as proposed, would be protected from further development of this nature. Will enhance Nordic sports in Canada – best ski jumps in North America. Will draw high performance athletes, local skiers and international travelers. Small jumps to be included to support development of ski jumping. Will create opportunities for BC residents to have easy access to ski jumping facilities in the Lower Mainland. Will be owned by Legacy Society with First Nations, sport and community members.

6.1 Governance

6.1.1 Context

Historically, Olympic and Paralympic Games are multiphase events. Bid groups disband at the successful award of an event and an OCOG takes over. When the Games end, the OCOG disappears. This does not allow for continuity of vision or effective stewardship before, during, and after an event. This issue can be overcome with a governance structure that precedes and survives the Games event.

6.1.2 Recommendations for Mitigation Measures/Enhancement Strategies

6.1.2.1

Conduct research into alternative governance organizations by examining other hallmark events, as well as similar governance contexts, such as interim governance employed in new communities to ensure continuity and accountability around social, environmental, and economic performance/stewardship.

6.1.2.2

The existing Bid Partners collaborate and set out a mechanism to assure long-term guidance and successful outcomes. Design and put in place a governance structure in the near-term. Facilitation would be required to develop role clarity, a common agenda, a shared vision, and cooperative working arrangements.

6.2 Housing

6.2.1 Context

A key community issue relates to housing availability and affordability. These issues are already in existence for parts of Vancouver, Whistler, Pemberton and to some extent Squamish. Requests and recommendations often relate more to actions required from senior governments or municipalities. Some initiatives desired by stakeholder participants call for action from the private sector. Some examples of recommendations for government action include: changes in tax structure, tenant protection legislation, release of Crown lands for development and zoning to require a mix of lower-cost housing. These are items that need to be addressed in detail in a Phase 2 study.

6.2.2 Recommendations for Mitigation Measures/Enhancement Strategies

6.2.2.1

OCOG or a broader governance organization develop and publish an "Olympics decade" accommodation strategy for host communities that identifies sufficient housing — from budget to luxury levels — for lead-up through to the period immediately following the Games. The strategy should:

- Encourage new house construction to include suites that provide affordable accommodation for seasonal employees at Whistler, Pemberton and Squamish
- Support projects that provide longer-term market and non-market housing units — for example, affordable housing and employee housing in Whistler, Pemberton and Squamish; or as part of commitments by all levels of government to provide affordable housing
- Reinforce the role of the Vancouver Agreement Working Group in addressing homelessness and marginal housing in the downtown Vancouver area
- Identify resources to enhance a collaborative working relationship with agencies working with the homeless and housing agencies to maximize their ability to minimize any effects — for example, provide financing or involve them in defining the priority needs of legacy and affordable housing
- Facilitate and draw together hospitality and tourism providers to coordinate a strategy to ensure that Olympic visitors are adequately housed during the Games

6.2.2.2

OCOG or a broader governance organization work with all levels of government to facilitate a process that that minimizes the loss of housing and accommodation:

- Create short-term or temporary housing for Games-related transient workers, especially during the construction period
- Expand homeless shelters or build new shelters in all communities affected by the Games (GVRD and Squamish-Lillooet Regional District). Identify and allocate resources prior to the Games to assist with the anticipated increase of the homeless caused by the Games. These shelters should be established one year before the Games
- Establish a Central Information/Resources Agency or build on existing referral resources to provide referral facilities in each host community to assist transients as well as people looking for assistance due to Games-related housing disruption
- Develop a housing registry or shelter resources listing in each host or impacted community (i.e. Vancouver, Squamish, Whistler and Pemberton) to assist potential evictees or transients attracted by the 2010 Games and related opportunities, with relocation and short-term shelter needs
- Identify and allocate emergency funds and other resources for tenants displaced by Games-related events. In order to accurately forecast these needs, undertake further study once the 2010 Games has been awarded
- Review adequacy of tenant protection laws to ensure effective tenant protection before, during and after the 2010 Games. Include financial, legal and social disincentives to tenant displacement
- Review adequacy of rental housing conversion, renovation and demolition laws to ensure effective tenant protection before, during and after the Games
- Consider other programs such as "whistle blower and related publicity programs" to identify landlords who evict tenants to profit from Olympic visitors
- Communicate accommodation forecasts for all groups associated with the 2010 Games, so that the implications for housing in general, and affordable housing in particular, in Vancouver, Whistler and the Sea-to-Sky corridor can be revised

6.2.3 Recommendations for Legacy Development

6.2.3.1

2010 Bid Corporation and OCOG review and refine a housing legacy strategy of providing athlete and Games-related housing for long-term market and non-market housing. The objectives of the strategy would be to:

- Increase the stock of affordable and employee housing in Whistler and Pemberton — for example, convert the Athletes' Village in Whistler to affordable rental housing; plan for post-Games transition of short-term or temporary housing for Games-related transient and construction workers
- Increase the stock of non-market housing in Vancouver — for example, re-develop a portion of the Athlete's Village as long-term, affordable housing
- Develop community financial plans and/or legacy funds to sustain non-market housing costs for low-income tenancy over a period of 20 years after the Games. In an initial financial plan, clearly identify the long-term plan for maintaining affordable rental rates

6.2.3.2

Develop legacies in the social services area including:

- New and expanded homeless shelters that would be built in communities throughout the host region affected by the Games
- Facilities established for central information/resources agencies in each host community

6.3 Aboriginal Peoples

6.3.1 Context

During the preparation of the social impact assessment, little data and information were available from or about the two First Nations in the Sea-to-Sky corridor. As with any other community or significant stakeholder group, there is potential for positive and negative impacts to the people of the two First Nations, as well as other aboriginal groups in the Lower Mainland and Squamish-Lillooet regions.

The lack of findings in this area should only be considered as a lack of information. Further study is critical to develop an understanding of the net social impact that the 2010 Games would have on these people.

In general there is enormous pride expressed by most stakeholders in the unique and distinctive aboriginal cultures of the region. People were almost unanimous in their expressions of the desire that our First Nations should occupy a position of prominence and respect in the entire process of planning and hosting the 2010 Games.

A majority of participants indicated that aboriginal groups had been treated superficially in previous Games. In contrast, they advocated that the 2010 Games should make a concerted attempt to ensure that aboriginals be seriously recognized to the extent that some recommended that the 2010 Games adopt aboriginal culture, sport and values as a theme for its presentation. Along those lines, many participants strongly urged that aboriginal art be integrated in all aspects of the Games, as part of its “brand”, including award designs, logos and other representative art and marketing products.

The recommendations that follow primarily represent the consensus of non-aboriginal groups and stakeholders that participated in the social impact assessment study.

6.3.2 Recommendations for Mitigation Measures/Enhancement Strategies

6.3.2.1

Develop meaningful involvement of aboriginal people, especially aboriginal Elders. Create roles for aboriginal people with senior governments and Bid partners to develop meaningful involvement at all levels of planning, preparing and managing the 2010 Games.

6.3.2.2

Invite aboriginal people from around the world to attend the 2010 Games. Many stakeholders expressed the feeling that this would demonstrate true respect for the fact that the Games will take place on traditional lands.

6.3.2.3

OCOG or a broader governance organization and aboriginal groups collaborate to ensure that aboriginal people benefit economically from the 2010 Games:

- Facilitate partnerships between existing local and local aboriginal community small businesses and local communities, other First Nations and other businesses, so that aboriginal businesses have an opportunity to undertake some of the work on the 2010 Games
- Train aboriginal youth so that they can participate in Games-related employment
- Create partnering programs where aboriginal companies partner with other companies on specific projects so they can develop the experience of completing work they may not have been able to access in the past
- Identify specific business and employment opportunities for aboriginal businesses and aboriginal youth, on specific-community basis
- Establish a construction protocol that calls for a specific component of the workforce to be aboriginal people.

6.3.2.4

OCOG create roles for amateur and professional aboriginal athletes in the 2010 Games to encourage participation of aboriginal people in Olympic sports.

6.4 Natural Environment

6.4.1 Context

Natural environment is covered in a separate environmental assessment, however the following views emerged from the stakeholder consultation sessions.

For residents of many host communities in the study area, the quality of life is either strongly or directly linked to the quality of the natural environment and access to relatively pristine wilderness areas. In particular, some aboriginal peoples' lifestyles are linked directly to the natural environment. They have, in their view, already experienced changes to their health as a result of degradation of the environment and food species through chemical and heavy metal contamination.

Ongoing development and urbanization of the smaller host communities, as well as development of open space in the areas adjacent to the communities are seen to degrade their quality of life.

While ongoing development is seen as continuing to reduce the natural qualities of the environment, residents expressed concern that significant, or large Games-related developments could increase the rate of change of the natural environment thereby reducing, perceptibly, their quality of life.

6.4.2.3 Recommendation for Mitigation Measures/Enhancement Strategies and Legacy Development

Undertake carrying capacity studies prior to constructing any legacy to assess and ensure that legacy projects do not exceed the carrying capacity of the watershed/environment.

6.5 Youth Work and Volunteer Experience

6.5.1 Context

Youth in the host communities are seen by participants in the stakeholder consultation sessions, to potentially be some of the biggest winners or the most overlooked stakeholders of the 2010 Games.

Currently, many residents of the smaller host communities perceive that youth lack community and education facilities, resources and leadership valuable for their development as active members of the community. They perceive that a large proportion of youth is unemployed or under-employed and their lifestyles lie outside of, and counter to, the community as a whole. They hope that the 2010 Games will provide youth with Olympic role models, as well as work/volunteer experience and marketable skills. At the same time, they recognize that because the current community and social infrastructure requires additional energy and resources, they will accordingly require special assistance to tap into the opportunities of the 2010 Games.

6.5.2 Recommendations for Mitigation Measures/Enhancement Strategies

6.5.2.1

OCOG should create a youth forum to seek input of local youths for inclusion in 2010 Games venue, employment and training planning, to identify and create their own outcomes for participation in the 2010 Games.

6.5.2.2

OCOG or a broader governance organization to target youth in host communities for sustainable skills development — employment skills that will be useful during and following the 2010 Games. These skills would make them eligible for volunteering and employment opportunities during and after the Games.

6.5.2.3

OCOG set employment and volunteering targets for youth from host communities during and after the Games.

6.5.2.4

OCOG to work with school districts in all host communities to develop in the education curriculum, a program for healthy, balanced lifestyles that include academics, sports, arts and community spirit.

6.5.2.5

OCOG and school districts to facilitate youth work experience programs for high school students.

6.5.2.6

Create a program in designated winter sport athletic events to provide opportunities for youth to work with Canada's and other countries' athletes and gain exposure to elite athletes in training.

6.5.3 Recommendations for Legacy Development

6.5.3.1

Broader governance organization or senior governance to create legacy opportunities for employment of local youth in local activities by offering skills training and development, such as trades training, that will lead to sustainable careers post-Games.

6.5.3.2

OCOG to ensure that legacy facilities mandate local youth employment and participation in the use and operation of the facilities, through the deed of gift to operating organizations.

6.5.3.3

OCOG to ensure economic access to facilities post-Games for all youth by:

- Creating a fund now so that youth participation in those sports and uses of the facilities can be subsidized in the future
- Using the fund, in the short and long term, to provide safe and affordable access for youth to participate in employment, volunteer activities, training and observing of the Games, related activities and access to the legacy facilities
- Investigating the opportunity for creation of a subsidized public transit pass for youth who are volunteering or employed in Games-related projects.

6.6 Security and Civil Rights

6.6.1 Context

Stakeholders have expressed a strong desire to both ensure the security of communities and participants at the Games, without abrogating individual civil rights.

Canada has hosted numerous international events. The literature review and interviews indicate that the Calgary Winter Games was an event of local community pride and there was no evidence of negative impacts in regard to civil rights and security.

More recent politically charged events such as APEC, WTO and G7/G8 have been recently hosted with improving levels of policy and outcomes. The recent G8 Summit held in the summer of 2002 near Calgary was a calm event that showed the City of Calgary increase its flexibility in allowing protests beyond the scope of its existing guidelines. Protests were allowed and freedom of speech protected. An increasing level of accommodation for controlled protest appears to be a successful strategy.

6.6.2 Recommendations for Mitigation Measures/Enhancement Strategies

The literature review and interviews indicate that through successive Olympics, practices have been refined on how to achieve the balance between protection of health and safety versus the right to civil protest and freedom of movement. The following mitigation measures/enhancement strategies are recommended: for OCOG or a broader governance organization or senior governance

6.6.2.1

Establish early liaison with groups who seek to express their views. Establish committees that include the law enforcement community and those wishing to practice civil disobedience.

6.6.2.2

Commit that the Charter of Rights and Freedoms be adhered to during the 2010 Games. This would assist in alleviating the perception by some stakeholders and advocacy groups that the Games create a special set of circumstances in which an individual's rights can be subverted.

6.6.2.3

Work with local governments to implement a strategy for peaceful expression — create locations and protocols for individuals or groups to express their points of view in a manner that doesn't reduce the security of visitors and residents, but enables those people to capitalize on the special circumstances that the 2010 Games creates.

6.6.2.4

Put in place a rapid process to justice for any who are arrested or detained during the 2010 Games.

6.6.2.5

Work with the RCMP as well as police and security agencies in the GVRD and the Squamish-Lillooet Regional District to create a plan to address the possible displacement (a concern of the communities) of anti-social and criminal activities from Vancouver to the outlying communities.

6.6.2.6

Create and publish a community-driven Games Code of Conduct and create a comprehensive security plan for the Games period to help assure a coordinated security process without infringement on individual rights. This would include a ban on street sweeps and a policy that results in no extraordinary pressure on street activity.

6.6.2.7

Facilitate the creation of a homeless protocol to guide security personnel to enable homeless persons to go about their business unless they request help, appear to be distressed or in need of assistance; or, their behaviour threatens their safety or the safety or security of people around them.

6.7 Health and Social Services

6.7.1 Context

The 2010 Bid Corporation and the OCOG have the opportunity to contribute to long-term improvements of social services in the host communities.

6.7.2 Recommendations for Mitigation Measures/ Enhancement Strategies

6.7.2.1

OCOG or a broader governance organization to fully include social service agencies as partners in the 2010 Games during the organizing process and during the Games.

6.7.2.2

OCOG or a broader governance organization to improve liaison between agencies, non-governmental organizations and government departments to support the identification of social service support shortfalls.

6.7.2.3

Governance organization to work with provincial/regional health and social service authorities to develop and implement a Games decade public health and social services strategy. The strategy would identify the increased amounts of social safety net services needed prior to (including prior to significant construction activities) and during the Games in order to maintain existing level of services and delineate the roles that volunteers (health professionals and others) could play in alleviating the potential increased demand. This should be done with the appropriate government and non-government agencies.

6.7.2.4

OCOG or a broader governance organization to integrate the volunteer needs of existing social programs into other Games-related volunteer programs to ensure that enough volunteers are available for maintaining volunteer-based social programs in host communities.

6.7.2.5

OCOG work with provincial/regional health and social service authorities to advocate for the development of watchdog policies/programs to avoid diminishing social service programs. Include:

- Establishing and leading a task force that identifies alternative sources and methods for funding solutions and acts as an information resource to existing agencies and social programs that may be impacted by the 2010 Games
- Creating a social responsibility fund to provide resources for programming and operations of social service agencies to deal with the anticipated social impacts of the 2010 Games. Contributions could potentially come from governments, private foundations or corporate sponsors

- Advocating for increased funding to community services in communities throughout the GVRD, to meet the increased demand for services

6.7.2.6

Support local agencies in developing and implementing programs that encourage volunteerism in all social service sectors to ensure continuity of quality care during the 2010 Games. For example, partner with specific community-based social programs to create an Olympic focus effect on the efforts and contributions of those groups, as a way to encourage support during and after the Games.

6.8 Employment

6.8.1 Context

Employment is a significant existing concern for residents of most host communities. Many residents see the principal benefit of the Games as the opportunity to create employment for traditional and non-traditional sectors of the labour market. At the same time one of the greatest expressed communities' concerns was that Games related employment would go to non-residents. There are a number of actions that OCOG and senior government can undertake to increase the likelihood of host community residents being employed in Games related projects. Some of these will involve additional research to determine the extent to which Games related employment would positively benefit these communities. There is a need to identify the type of investment that could be made in skills development, and assess concepts of employment equity, that would assist in creating a positive employment impact for host communities.

Community profiles show employment levels in the communities studied as being the same as or lower than the BC average. Communities expressed a strong desire and needs for employment skills training for employees shifting from disappearing resource sector jobs to service sector jobs, youth and the disadvantaged. Much of these responsibilities fall with senior government, but there are community expectations for the OCOG to facilitate the filling of some of the needs through Games policy in regard to selection, recruitment and development practices.

6.8.2 Recommendations for Mitigation Measures/Enhancement Strategies

6.8.2.1

Senior governments to put in place programs to improve skills and training and provide preferential treatment for marginalized groups such as youth, disabled and lower income individuals to ensure they have access to Games-related jobs and volunteer roles as they become available.

6.8.2.2

OCOG and a broader governance organization should undertake further research into methods that would enable them to put a priority on hiring companies and employees that reside in the host communities. This could include an examination of affirmative hiring approaches, as well as investment in creating employment authorities.

6.8.2.3

OCOG or a broader governance organization should implement a policy and supporting procedures that broadly and specifically encourages significant employment on all Games related projects, of residents of the host communities

6.8.2.4

OCOG proactively publicize opportunities for skills development, volunteer activities and employment in each community on an ongoing basis.

6.8.2.5

Ensure participation of seniors and elders as both volunteers and leaders in the 2010 Games.

6.8.3 Recommendations for Legacy Development

Work with senior governments to steward the process of developing a sustainable employment plan that:

- Forecasts post-Games economic development opportunities that would result in employment or entrepreneurial opportunities for residents of host communities
- Analyzes potential opportunities for local residents to employ the skills that they learn for Games-related employment in the post-Games regional economy
- Identifies resources or organizations to assist residents who are employed on Games-related activities to find new employment or occupations that use their new, Games-based skills and experience
- Create specific strategies to increase the employment of marginalized groups in host communities. These groups include seniors, youth, aboriginal people, disabled people, low-income or unemployed people and residents who are currently unemployed as a result of structural changes in their traditional employment, such as forestry, fishing, agriculture or transportation
- Creates a protocol that encourages corporate sponsors to hire and train locally to support long-term community capacity building, as identified in the sustainable employment plan
- Establishes a posting or job-counselling program to assist transient employees to get work in other roles/jobs.

6.9 Transportation

6.9.1 Context

The 2010 Bid Corporation is proposing a public transit/mass transit model of transportation to provide safe, reliable and efficient movement of people between venues during the 2010 Games. Venues have been selected in part because of their access to good public transit. In addition, the Province of B.C. has committed to improving the Sea to Sky Highway prior to the Games.

The participants in the stakeholder forums perceive the 2010 Games as an opportunity to improve public transportation and infrastructure, particularly those throughout the Sea to Sky communities

6.9.2 Recommendations for Mitigation Measures/Enhancement Strategies

6.9.2.1

Provincial and regional governments to conduct a socio-economic impact analysis of transportation plans to focus on minimizing effects on local residents, communities, community facilities and businesses.

6.9.2.2

Provincial and regional governments to carry out full public consultation, communication and complaint resolution practices in association with the planning, construction and operation of new transportation infrastructure.

6.9.2.3

Provincial and regional governments and regional governments to integrate needs and opportunities for transit-related infrastructure and pedestrian-related facilities with road infrastructure.

6.9.2.4

Ensure provincial, regional and local governments address local residents' concerns relative to improvements to the Sea-to-Sky Highway. For example:

- Develop an enhanced integrated regional transportation system, employing several modes of transportation and improved safety through design and engineering
- Improve schedules of regional transportation systems that support workers commuting between Pemberton, Whistler and Squamish for employment in other communities
- Employ creative methods and practices to increase the number of visitors to Whistler, Pemberton and Squamish without increasing the number of cars e.g. high occupancy incentive, planes to Pemberton, snow bus or trains that improve the efficiency of the highway without expanding it.

6.9.2.5

OCOG or a broader governance organization to develop and implement programs to ensure individuals with disabilities have access to and between Olympic venue sites.

6.9.2.6

Senior government consult communities on any construction delays that would result from construction of the Sea-to-Sky highway.

6.9.2.7

Province and its contractors to post and broadcast information about construction delays to all communities along the Sea-to-Sky highway.

6.9.2.8

OCOG and broader governance organization to provide at least one mode of subsidized public passenger transportation to Sea-to-Sky communities (Horseshoe Bay to Mt. Currie) during the Games to offset the additional costs and congestion due to construction prior to and additional visitor traffic during the Games.

6.9.3 Recommendations for Legacy Development

Improve road networks, transit and cycling paths and train ways; and improve transportation infrastructure between downtown Vancouver and Whistler

6.10 Community Sports

6.10.1 Context

Some stakeholders who participated in the forums are very supportive of new Games facilities development, while others are concerned about financial arrangements for, and potential burdens of operations after the Games. (For a complete list of potential new venue and site improvement legacies, see [TABLE C](#))

6.10.2 Recommendations for Mitigation Measures/Enhancement Strategies

6.10.2.1

OCOG to implement a series of events that continually and increasingly enhances the development of civic pride as the Games approach.

6.10.2.2

OCOG or a broader governance organization to foster debate and discussions over the impacts, both good and bad, of the Games.

6.10.2.3

OCOG to foster anticipation in school children by educating them about sport, the countries attending, tours of Olympic venues, etc.

6.10.2.4

OCOG to create a "countdown" effect, such as the Olympic Torch.

6.10.2.5

OCOG or a broader governance organization to ensure the development of an open and central public space as a focal point of artistic expression and social life not only during but also after the Games.

6.10.2.6

OCOG to ensure that a designated number of tickets are available and affordable to all residents.

6.10.2.7

OCOG to ensure that a number of tickets are available to community leaders to attend Games events at legacy facilities in their community.

6.10.2.8

OCOG to create a separate program of donations and sponsorship so that tickets can be offered to lower income residents and youth at significant discounts.

6.10.2.9

OCOG to encourage Olympic National delegations to set up their hospitality suites in community halls.

6.10.2.10

OCOG or a broader governance organization to support equal participation by diverse, ethnic, cultural and racial population groups.

6.10.2.11

OCOG to consider oversight to verify that members of the community concerned deem all "official" cultural representations at the Games appropriate.

6.10.3 Recommendations for Legacy Development

6.10.3.1

OCOG to ensure that legacy facilities can be used by the wider sports community, and not just by elite athletes, through the deed of gift. Turn the sports and recreation legacy facilities over to sponsoring organizations with specific provision to provide access for low-income people.

6.10.3.2

OCOG to ensure adequate funds are raised/set aside to maintain legacy facilities and programs at a quality level following the Games.

6.10.3.3

OCOG to create a fund during the process of preparing and building for the 2010 Games. Use the fund not only for new or upgraded facilities, but also for other facility and program improvements at grass-roots levels in the communities, with the target of youth, equity-seeking and marginalized groups.

6.10.3.4

OCOG to encourage senior governments to establish a fund that supports ongoing use of legacy facilities by local residents for a period of ten years.

6.10.3.5

OCOG to create a "countdown" effect identifying post-Games time frame and project benchmarks for transitioning Games facilities to community use.

6.10.3.6

OCOG to involve local residents in the design and development of legacy facilities:

- Foster debate and discussions regarding the impacts, both good and bad, to the community
- Hire local residents in the construction and operation of the facility for the Games
- Train local residents so they can be employed at the transitioned facility post-Games.

6.10.3.7

OCOG to publicize the legacy facility to each host community to ensure that local residents are aware of the nature of the legacy and its value to the community.

7. Further Assessment Requirements

The purpose of this report is to identify “potential” social impacts and mitigation measures. To provide comprehensive documentation, this report is broadly inclusive of all identified “potential” impacts. Therefore, it may present an overly negative perception of the anticipated social impacts and mitigation measures that could be employed to ensure the social infrastructure is maintained in the host communities. Some of the identified “potential” impacts have little relevance to the host communities. Consequently, to ensure further, effective decision-making, additional research is essential to better understand the identified potential impacts and to quantify the extent of the actual impacts in host communities. The following next steps have been identified for general consideration of decision-makers and stakeholders in host communities, as well as the Bid Corporation/OCOG, and senior governments, to assist in delivering a 2010 Winter Games that minimizes social impacts, maximizes social benefits and supports social infrastructure development through the Games' decade.

7.1 Governance Through All Phases

Historically, Olympic and Paralympic Games are multiphase events. Bid groups disband at the successful award of an event and an OCOG takes over. When the Games end, the OCOG disappears. This does not allow for continuity of vision or effective stewardship before, during, and after an event. This issue can be overcome with a governance structure that precedes and survives the Games event.

Next Step:

Conduct research into alternative governance organizations that would be applicable to hallmark events, such as interim governance employed in new communities that ensure continuity and accountability around social, environmental, and economic performance/stewardship.

Bid Partners collaborate and set out a mechanism to assure long-term guidance and successful outcomes. Design and put in place a governance structure in the near-term. Facilitation would be required to develop role clarity, a common agenda, a shared vision, and cooperative working arrangements.

7.2 Housing

Next Steps:

Conduct detailed assessments and forecasts of the impacts of the Games on host community housing stocks based on post-announcement, pre-Games speculation; pre-event tourist accommodation needs; and post-event effects. Also assess and forecast potential effects of the Games as an accelerator of existing housing market supply and demand cycles in host communities.

Review adequacy of tenant protection laws and programs to ensure effective tenant protection before, during, and after the Games.

Quantify and forecast potential impacts throughout the host regions prior to and during the Games, on:

- **the number and distribution of the homeless — identify how existing resources and organizations can be utilized to deal with the anticipated increase in the number of homeless**
- **the availability and distribution of low-income housing**

7.3 Employment

There is a need to balance the potential of job creation and skills development with opportunity for local residents and communities. This requires a sound research initiative to determine the extent to which Games related employment could positively benefit these communities, and to identify the type of investment that could be made in skills development and in creating a positive employment impact for host communities.

Employment is a very high existing concern for residents of most host communities. Many residents see the principal benefit of the Games as the opportunity to create employment for traditional and non-traditional sectors of the labour market. At the same time one of the communities greatest expressed concerns in regard to the event was that Games related employment would go to non-residents. There are a number of actions that OCOG and senior government can undertake to increase the likelihood of host community residents being employed in Games related projects. Some of these will involve additional research to determine the extent to which Games related employment would positively benefit these communities. There is a need to identify the type of investment that could be made in skills development, and assess concepts of employment equity, that would assist in creating a positive employment impact for host communities.

Next Steps:

Conduct a skills assessment of residents of host communities to identify their needs for training and development of skills and knowledge to participate in all Games-related employment. This assessment would provide bidding companies with a perspective of local residents' availability for work.

Undertake further research into methods that would enable a priority on hiring companies and employees that reside in the host communities. This could include an examination of affirmative hiring approaches, as well as investment in creating employment authorities. This should be complemented with a review of affirmative employment policy and approaches in both mega projects and hallmark events to identify options for creating an employment system that enhances the opportunities for local residents as well as specific target groups such as youth, disabled, and lower-income individuals, and aboriginal firms and peoples.

Conduct an assessment and forecast of the impact of the Games on volunteer organizations to determine the (parasitic) impact on baseline community social programs and resources that rely on volunteers.

Develop a forecast of sustainable training and employment for residents of host communities, identifying:

- **post-Games economic development opportunities that would result in employment or entrepreneurial opportunities**
- **potential opportunities to employ the skills they learn for Games-related employment**
- **resources or organizations that can assist residents employed on Games-related activities to find new employment or occupations using their new, Games-based skills and experience**
- **specific strategies to increase employment of marginalized groups such as seniors, youth, aboriginal peoples, people with disabilities, low-income, or unemployed.**

7.3.1 People with Disabilities

Generally, the Games are seen as a real opportunity to enhance physical access within host communities and to expand employment opportunities for persons with disabilities. However, disabled people appear to be under-represented in both the literature of hallmark events and Olympic/Paralympic Games, as well as in the stakeholder participation forums that were a part of this research. There is an opportunity to engage this stakeholder group to further understand opportunities, potential impacts, and mitigation strategies.

Next Step:

Conduct or compile an inventory of accessibility improvement requirements for people with disabilities in the host communities. This inventory would be used as a guide for training, employment, and physical design of all Games-related facilities and programs to maximize this group's involvement.

7.3.2 Aboriginal Peoples

The lack of key social profile data and significant participation of First Nations communities for this initial social impact assessment has resulted in the social impact on these communities not being ascertained.

Next Steps:

Conduct a specific social impact assessment of aboriginal peoples in the host region and involve the aboriginal leaders and communities in the process.

Engage these groups in identifying sustainable benefits of the 2010 Games for the First Nations communities: e.g. for partnerships, training, new businesses, and employment; as well as aboriginal cultural themes and enterprises that could be established in host communities during the Games and continue into the future.

7.3.3 Youth

Next Steps:

Conduct a detailed and current census-based forecast of youth population distribution, demographic, and skill profiles in all host communities, to determine the potential for youth volunteers and employees as well as the skills upgrading required.

Undertake a study of the opportunity for high school students to gain work experience credits in specific Games-related volunteer programs, with a view to identifying the feasibility and requirements of the various stakeholder organizations (School Boards, OCOG, and senior governments) to support such programs.

Conduct forums to seek input of local youth on their involvement in the 2010 Games — the goal is to identify and create desired, youth-oriented outcomes for the Games.

7.4 Health and Social Services

Next Step:

Quantify and forecast the anticipated demand for basic needs and care in host communities prior to and during the Games. Identify:

- **critical resource and facility gaps in the social safety network**
- **opportunities for volunteerism to ensure continuity of quality care during the Games**

This information would be used by social service agencies and organizations as well as the OCOG in planning for service delivery prior to and during the Games.

7.5 Security and Civil Rights

Next Steps:

Conduct and publish an analysis of how, if at all, the Games could affect an individual's rights under the Charter of Rights and Freedoms.

This information would inform and assist advocacy groups and local governments in planning for the Games, as well as the public in understanding the extent to which their rights will be protected.